

2022

Impact Report



slalom

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slalom

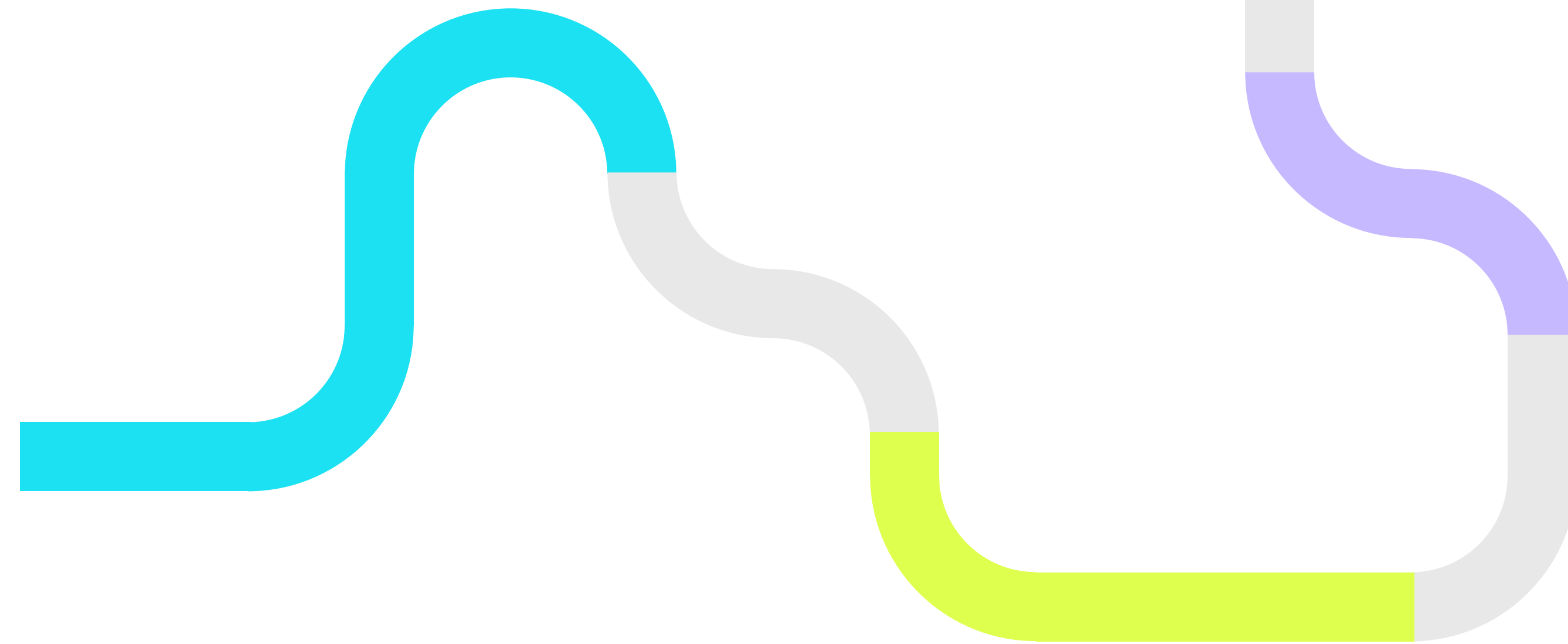


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Building better tomorrows for all

We help people and organizations dream bigger, move faster, and build better tomorrows for all. That's our purpose at Slalom.

Our purpose, vision, and core values drive every aspect of our business—from how we support our team members, to the impact we drive for our customers' customers. This "North Star" reminds us that success is not just about the bottom line—it's also about doing what is right, always. At Slalom, we bring together the best of humanity and technology, and we're proud of all we've accomplished.

In 2022, we experienced social and economic turbulence that challenged us in ways we could never have anticipated. We believe it's our duty as an organization to be responsive to the world around us, adapting quickly while ensuring that we're changing for

the better. Ancient Greek philosopher Heraclitus said it best; "Change is the only constant in life." And while that remains true, our commitment to build better tomorrows is steadfast—in times of opportunity and uncertainty.

Our focus is this: What can we do to ensure that our planet, our communities, and our people thrive?

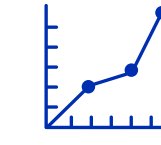
While we still have a long journey ahead, navigating change with agility is essential to moving forward, preparing for the future, and achieving our sustainability and impact goals. As a fiercely human company, we fearlessly embrace the many faces of change.



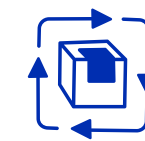
Committed to setting a Science-Based Carbon Reduction Target to support achieving our net zero emissions goal



Engaged across our office property managers to promote **shifting to renewable energy**



Increased composting and recycling options across our offices



Supported small and diverse suppliers with **US\$12.5M** across our business in year one of our supplier diversity program



Donated **US\$3M** pro bono consulting dollars to organizations across the globe



Recognized as **2022 Amazon Web Services (AWS) Education Partner of the Year**



93% of our team members said they would **recommend Slalom as a great place to work**



Achieved gender parity among our early consulting cohorts



Increased our team member diversity through inclusive hiring practices

Our shared vision: A letter from our CEO

At Slalom, we believe each person in the world should have the opportunity to love their life and work. This multigenerational vision drives us daily and informs our local and global responsibility to our communities.

Having a seat on the global stage and building solutions comes with great responsibility. Companies like Slalom are called upon to address society's most pressing issues with intentionality and courage. To realize meaningful change, we must lean into discomfort and be willing to take risks. That is only possible with a foundation of trust.

Therein lies the "why" behind our annual Impact Report. By transparently sharing our impact and sustainability goals and providing regular updates on our progress, we strive

to build deep trust with our team members, partners, customers, and communities. I am filled with overwhelming joy and gratitude for the incredible progress we are making together.

A few highlights from 2022 include:

- The heightened success of our Slalom Foundation initiatives supports organizations working to dismantle systemic racism and create substantial social benefits in underserved communities.
- The expansion of our commitments to combat climate change through a science-based lens.
- The exciting completion of the first full year of our supplier diversity program.

Every new and existing initiative, program, achievement, and pivot helps us forge a path toward a brighter future where dreams are realized, voices are amplified, and opportunities flourish for all.

As we look ahead to 2023, we know there will always be new challenges and opportunities. Each day we choose to be optimistic about the future we can create together. We have never had so many profound opportunities for rapid innovation and lasting impact.

By staying true to our values and fiercely human approach, I am confident we will soar through headwinds and continue making a positive difference in the world.

“Companies like Slalom are called upon to address society’s most pressing issues with intentionality and courage.”

Brad Jackson
CEO



Slalom volunteers making meals in Los Angeles.

GOALS OVERVIEW

Our 2020–2030 impact goals

As a company dedicated to creating a better future for all, we wholeheartedly endorse the [UN Sustainable Development Goals](#) (UN SDGs) that were introduced in 2015 as a universal framework for prosperity. Our sustainability and impact goals for **the planet, our communities, and our people** are in line with the UN SDGs because we believe it is our duty as a corporation to champion and advance them. We monitor our progress closely and openly communicate with our stakeholders, revealing both successes and where opportunities remain.



Our planet goals

Goal 1: Achieve carbon-neutral operation emissions and shift to 100% renewable energy by or before 2030.

Goal 2: Implement waste reduction programs across all Slalom offices.

UN SDGs



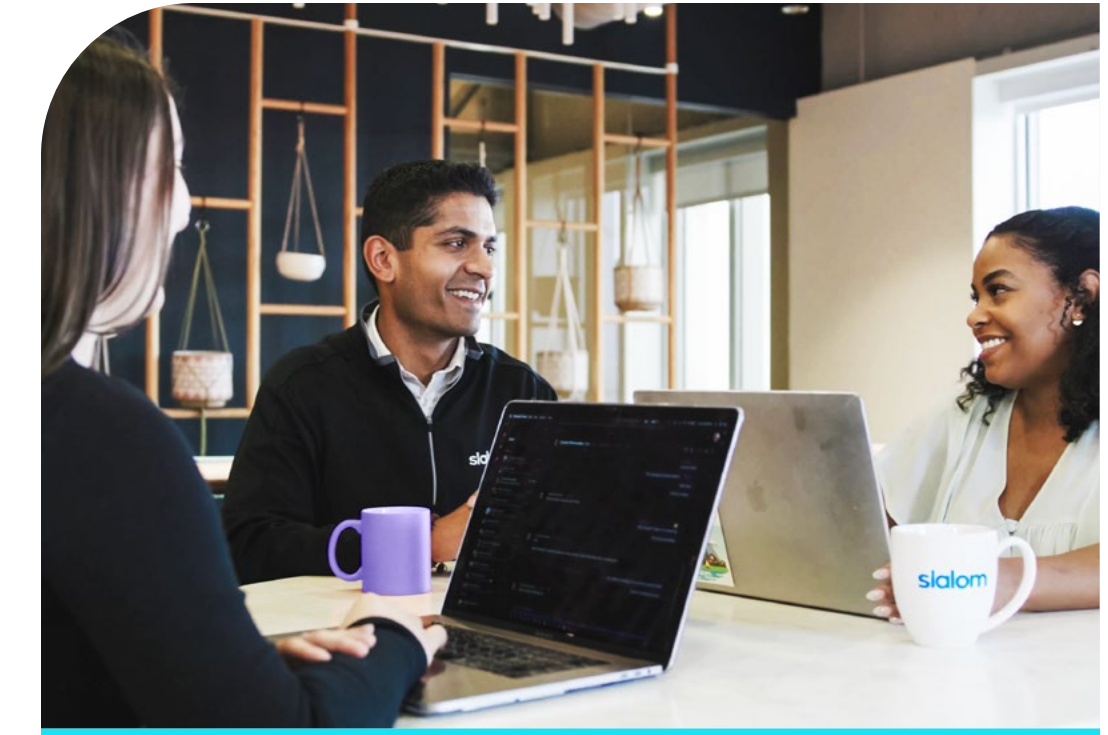
Our community goals

Goal 1: Collaborate with our customers and partners to create a more equitable, inclusive, and sustainable world.

Goal 2: Contribute our experience, time, and money to reduce inequalities in communities around the world.

Goal 3: Grow the endowment of the Slalom Foundation to US\$100M to make impactful grants in the future.

UN SDGs



Our people goals

Goal 1: Maintain an employee engagement score of above 90%, and reach and maintain an average Love of Work score of above 9 out of 10.

Goal 2: Reflect the racial and ethnic diversity of our US local communities by or before the end of 2030.

Goal 3: Achieve gender parity globally in our representation across Slalom by or before the end of 2025.

UN SDGs



PROGRESS HIGHLIGHTS

Our planet

Slalom seeks to minimize its operational and supply chain environmental footprint in alignment with the UN SDGs for affordable and clean energy, climate action, and responsible consumption and production.



UN SDGs



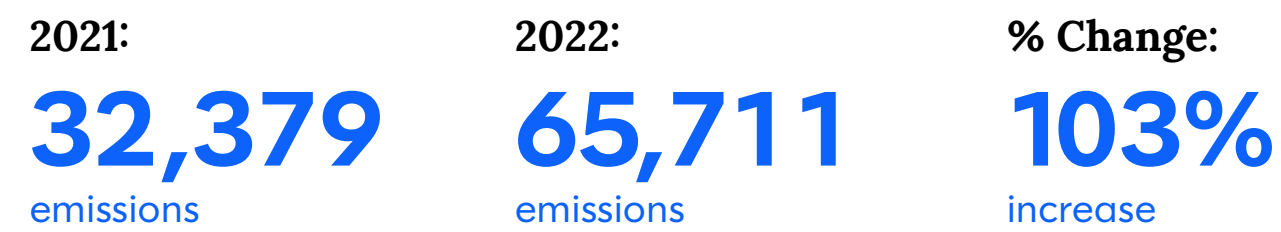
Goal 1

Achieve carbon-neutral operation emissions and shift to 100% renewable energy by or before 2030.

Progress

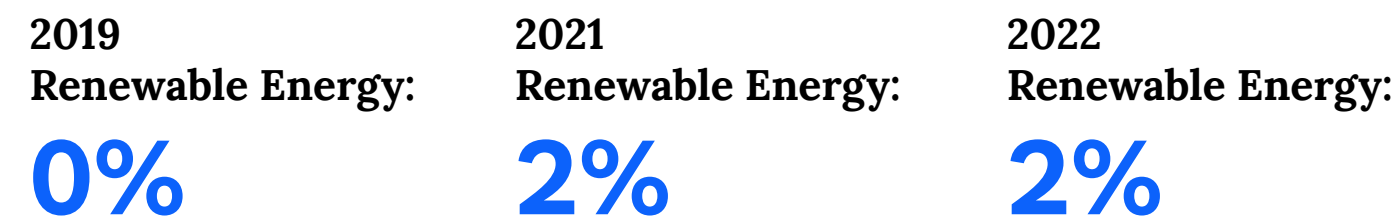
Emissions

In 2022, we continued to expand our operations, which led to an increase in emissions. We are focused on reducing our emissions through operational changes before offsetting.



Renewable energy

We opened new offices in 2022, and though our overall energy consumption increased, we were able to maintain our same percentage of renewable energy. We are engaged with our office property managers to influence a greater shift to renewable energy.



These figures were calculated using the market-based approach. Calculated renewable energy mix is only inclusive of electricity.

Goal 2

Implement waste reduction programs across all Slalom offices.

Progress

We continue to advance our waste management and reduction practices across all our physical spaces, as well as offer more types of waste disposal options including composting.

Recycling

In 2022, 100% of our physical office spaces offered recycling programs.

Composting

In 2022, we increased our composting across our physical office spaces from 32% to 42% offering composting programs.

Does your office recycle?



Does your office compost?



Note: Waste reduction programs include any form of recycling or composting program in a Slalom physical, long-term office space. Calculations done using 36 physical spaces in 2022. Our total % of market-based renewable energy consumption remained the same due to expanding our operations to additional physical office locations.

PROGRESS HIGHLIGHTS

Our communities

Slalom is continuing to make valuable contributions to the UN Sustainable Development Goals by working to eradicate hunger, promote fair access to healthcare and well-being, provide high-quality education, and establish sustainable economic growth and communities.



UN SDGs



Goal 1

Collaborate with our customers and partners to create a more equitable, inclusive, and sustainable world.

Progress

We worked alongside our people, our partners, and our customers to generate concrete outcomes that positively affected the local communities where we live and work.

- Launched **Impact Excellence** to quantify and qualify our impact with our partners.
- Recognized as **AWS Education Partner of the Year** through our work with a number of educational institutions.
- Launched **Slalom Ventures for Good**, a startup accelerator program with a mission to help startups grow without burdening them with costs or dilution—we do not charge fees or take any equity in these startups.

Goal 2

Contribute our experience, time, and money to reduce inequalities in communities around the world.

Progress

Together with the help of our passionate community of volunteers, pro bono customer engagements, and impactful local and global donations, we provided support to numerous organizations across the globe.

- **Volunteer impact:** In 2022, Slalom team members contributed nearly 16K hours in partnership with more than 400 organizations to deliver work that aligns with our purpose of building better tomorrows for all.
- Slalom team members around the globe donated and fundraised **US\$920K**.
- Slalom donated **US\$1.1M**.

Goal 3

Grow the endowment of the Slalom Foundation to US\$100M to make impactful grants in the future.

Progress

The Slalom Foundation started in 2019 with a primary investment of US\$2M and has since increased to US\$9.5M. As we extend our reach to new regions, we are exploring avenues for each market to contribute to the endowment. Our company’s charitable endeavors are in line with our mission of creating better tomorrows for all.

In 2022, US\$295K was disbursed from the Slalom Foundation through our **Social Equality Initiative (SEI)** grant program, which encourages our team members to nominate local nonprofit organizations that work to dismantle systemic racism.

- For the first time in 2022, we **expanded our grantmaking** outside the United States to overseas entities in the UK and Australia that support racial justice and racial equity in those countries.

In 2022, we continued our **trust-based philanthropy** approach to grantmaking. Within the SEI, we supported 11 organizations, 75% of which were represented by women and racially diverse board members.



Social Equality Initiative (SEI) grantees are led by underrepresented groups/members of the communities they serve. To date, 85% of organizations have **executive leadership that are racially diverse**.

PROGRESS HIGHLIGHTS

Our people

Our people goals align with the UN SDGs focused on health and well-being, gender and racial equality. Celebrating authenticity is one of our core values, and we're committed to making sure our people—and people within the communities where we live and work—feel welcomed, valued, and connected.



UN SDGs



Goal 1

Maintain an employee engagement score of above 90%, and reach and maintain an average Love of Work score of above 9 out of 10.

Progress

Based on our December 2022 Engagement Survey:*



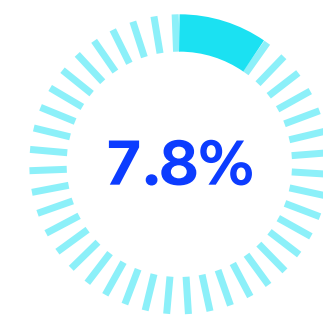
*85% of our team members participated in the survey.

Goal 2

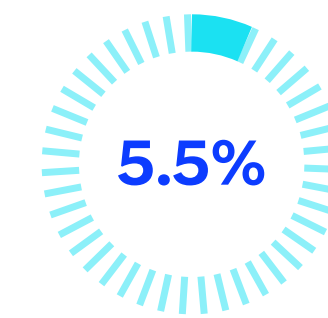
Reflect the racial/ethnic diversity of our US local communities by or before the end of 2030.

Progress

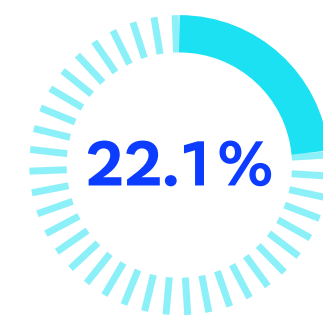
Slalom continued to increase our representation across underrepresented groups in 2022. In the United States, of our total hires, we hired:



Black /African American team members



Hispanic /Latinx team members



Other groups –Indigenous, mixed, etc.

Goal 3

Achieve gender parity globally in our representation across Slalom by or before the end of 2025.

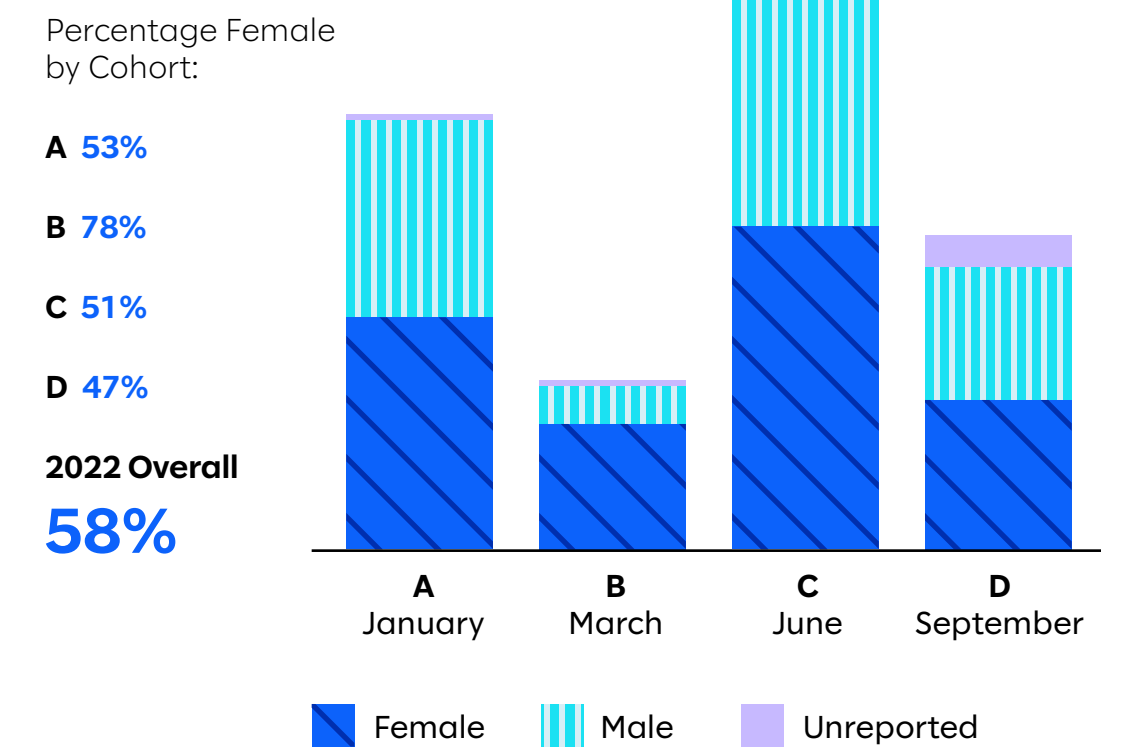
Progress

In 2022, 45% of our new hires were women.

We achieved gender parity among our associate consultant population with 58% women joining our cohort-based Consulting Foundations (university graduate/early in career) program.

2022 Cohort Sizes

See breakdown by gender



*13% participants from cohort D had an unreported gender

Our collective impact

How we create impact at Slalom: An overview of our impact ecosystem

At Slalom we take people, planet, and community impact seriously. We also realize that our impact in these three areas can be amplified if we can create an ecosystem where all these initiatives are interconnected and build upon each other.

This means looking at all aspects of how we work with our customers, how we operate our business, and how we harness the passion of our team members—all in service of the greater good.

We define our impact as the long-term, systemic change for our planet, our people, and our communities. This is measured by including the number of dollars

donated, the number of hours volunteered, the number of meals prepared, and the number of students served.

The illustration to the right shows a high-level view of the key focus areas in the impact ecosystem Slalom is building, with further details on each of the areas narrated below. Each of these dimensions contributes to Slalom's overall annual impact as outlined in this report and is aligned with the UN SDGs.

Impact ecosystem

RESPONSIBLE OPERATIONS

- Supplier Diversity and Sustainability
- Waste Management
- Water Management
- Energy and Utility Usage
- Responsible Procurement
- Inclusion, Diversity, and Equity
- Risk Management
- Health and Safety
- Good Governance



CUSTOMER OFFERINGS

- Delivery Excellence
- Impact Excellence
- State and Local Government
- Federal and National Government
- Nonprofits
- ESG Service Offerings
- Slalom Ventures
- Alliance Partners
- Industry Solutions

COMMUNITY ENGAGEMENT

- Slalom Foundation
- Partners for Good
- Pro Bono Services
- Employee Resource Groups
- Corporate Donations
- Board Services
- Global Programs

Responsible operations

As we operate our business, we are continually looking for ways to ensure we are being good corporate citizens and stewards of our planet, our people, and our communities. We have a dedicated Sustainability & Impact team that works across all functions to embed our impact principles into our daily operations and assist with tracking and measuring progress toward our 2030 impact goals.

Across our operations, we are looking for ways to reduce our greenhouse gas (GHG) footprint, reduce our office waste, and procure the highest-quality goods and services from sustainable and diverse suppliers. We are also looking to manage risks related to climate change, the health and safety of our people, and third-party corruption. **Together, we are building a highly skilled Global Services & Enablement team that manages business operations responsibly, while keeping our impact goals and commitments front of mind in all that we do.**

Customer offerings

Slalom is first and foremost a client services firm. The majority of our time is spent solutioning, innovating, and bringing ideas to life with our customers and partners. We approach our role as a strategic advisor with humility, recognizing our responsibility to help

customers realize their business goals while balancing our collective corporate citizenship priorities. To track and measure our impact, we have been developing and piloting frameworks, systems, and tools—aligned to the UN SDGs—to capture our work with our customers in a measurable, comparable, and meaningful way.

Through our Impact Excellence framework, we challenge customers—and ourselves—to think proactively about impact, and to go beyond typical economic benefits to also consider social and environmental benefits.

For Slalom, the story isn't about the amazing solutions we create every day. Instead, the real story is what these solutions do for our customers and our customers' customers—by improving performance, enabling people, and preserving the planet.

In addition to Impact Excellence, we have active communities of practice for federal, state, and local government customers, not-for-profits, and Environmental, Social, and Governance offerings that span all the industry sectors we serve. These partnerships allow us to foster collaboration, knowledge sharing, and innovative solutions that address complex societal challenges while enhancing business growth and impact.

We work with our alliance partners to offer impactful solutions to our joint customers

that will promote systematic change, such as environmental sustainability data collection and tracking tools, bed-matching for homelessness CRM platforms, and machine learning and statistical algorithms for predicting current energy use.

Community engagement

At Slalom, we want everyone to love their life and work; we were founded on the principle of being active in the communities where we live and work. This directly translates into how we engage with our communities to give everyone a chance to thrive. **Through our community engagement programs, we harness the power and passion of our team members to identify the specific needs of their community and execute solutions to meet those needs.**

Slalom enables this community work through a variety of mechanisms depending on the need and the project. We are able to provide impact through the Slalom Foundation and corporate donations, by providing the work of our talented team members through pro bono engagements, or volunteering and fundraising through our Partners for Good program. These mechanisms allow for our team members to stay engaged in the community and harness their passions, while supporting the overall impact ecosystem at Slalom.

“Working on a Partners for Good project has provided me opportunities to stretch myself further in my role and gain expertise in areas I haven't been exposed to. Most importantly, it has been extremely rewarding to give back to the community and support a great cause.”

Grace Allen
Slalom Minneapolis

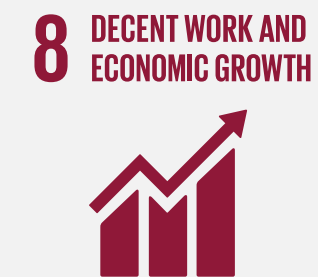


How we contribute to the global goals

We are committed to responsibly managing our business and operations to further advance all the UN SDGs. Given our business model and our Slalom 2030 goals, **we have identified and tiered the SDGs to those where we can actively contribute and have the biggest impact.**

SDG Prioritization Matrix

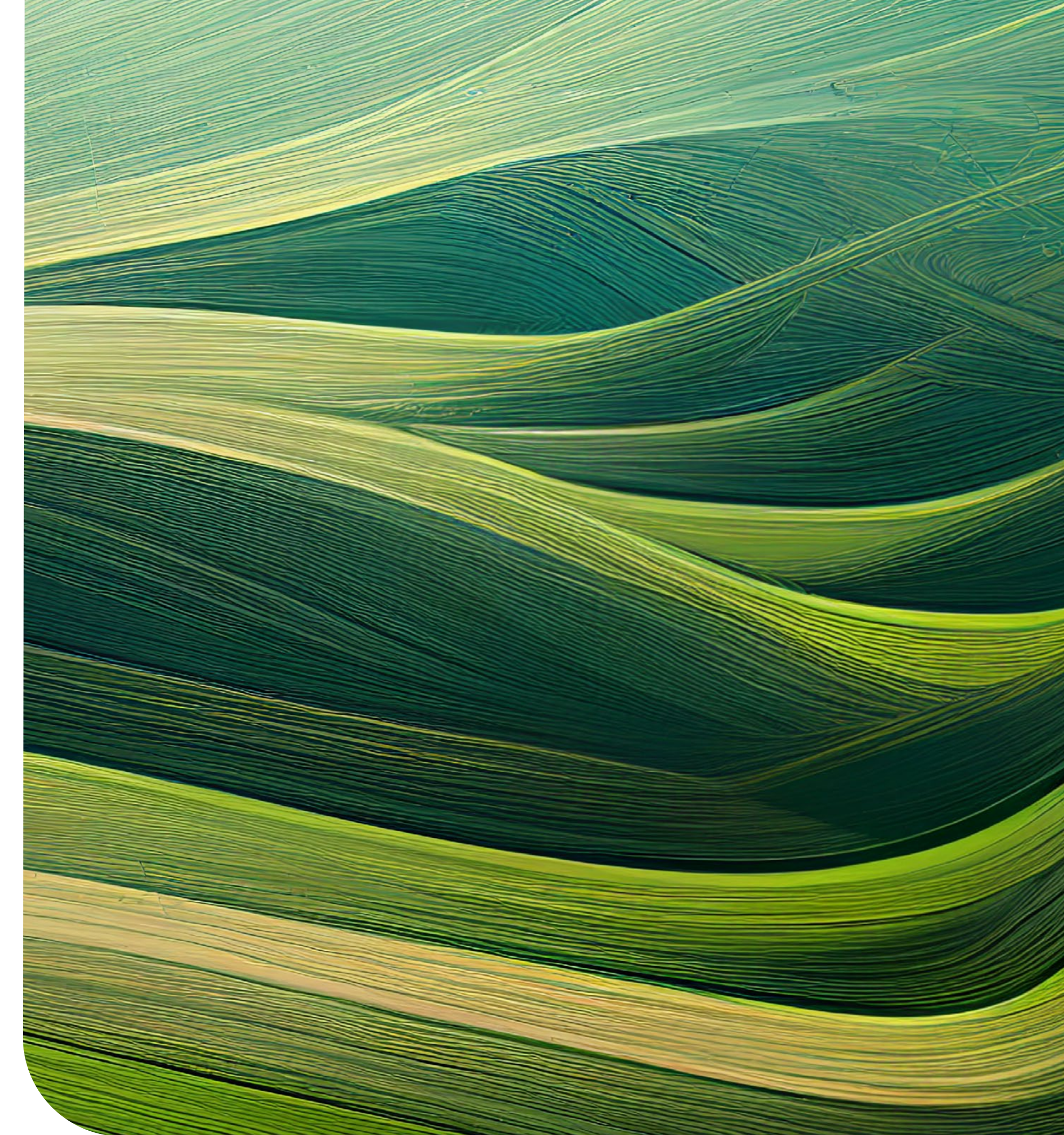
HIGHEST-PRIORITY SDGS



SECONDARY





INDIRECT




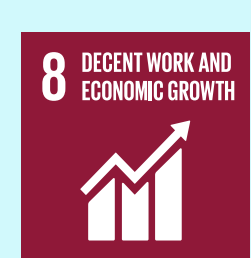
The table to the left outlines how we are contributing to the UN SDGs for those goals that are a primary focus for Slalom and where we can have the greatest impact. See our [Global Reporting Initiative \(GRI\) Content index here](#).

SDG	RELEVANCE	OUR CONTRIBUTION
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	<p>We are committed to a workplace where everyone has the support they need to be healthy and thrive, both mentally and physically.</p>	<ul style="list-style-type: none"> Increased our family planning support to allow all of our team members to grow their families in the way they see fit Expanded our coverage and program offerings for healthcare services that are hard to access for certain jurisdictions Provided support through our mental health Employee Assistance Program (EAP), as well as our Horizons mental health ERG
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	<p>We are committed to achieving a workplace with gender parity across Slalom globally by 2025.</p>	<ul style="list-style-type: none"> Surpassed gender parity for our consulting foundations cohort Provided mentorship through our women’s Employee Resource Group (ERG) Offered an external development program through a third-party organization, Power of Choice, to enable our women in underrepresented communities to actively plan and advocate for their career aspirations Rolled out the Women Sponsorship program with clear goals to drive promotions for the participants within a two-year time frame
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	<p>We are committed to operations that use 100% renewable energy by 2030 across all of our offices.</p>	<ul style="list-style-type: none"> Increased the number of spaces using renewable energy Engaged with 10% of our office property managers around shifting to renewable energy
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	<p>We are committed to a workplace that maintains high standards of engagement and love of work, as well as fair compensation for fair work.</p>	<ul style="list-style-type: none"> Maintained a Love of Work score of 7.9/10 Increased our team member engagement score by two percentage points to stand at 91% Conducted objective biannual pay equity reviews through best-in-class third party to ensure all team members are compensated fairly
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SDG	RELEVANCE	OUR CONTRIBUTION
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	<p>We are committed to a workplace and community where everyone has the same opportunity to learn, grow, and thrive regardless of circumstances.</p>	<ul style="list-style-type: none"> Supported small and diverse businesses with US\$12.5M in spending, representing 5.9% of Slalom’s total spend Supported women-owned business enterprises with 11% of our diverse supplier spend Contributed US\$295K to organizations dismantling systemic racism through the Slalom Foundation’s Social Equality Initiative
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	<p>We are committed to workplace operations that promote responsible consumerism minimizing our waste and recycling or reusing where possible.</p>	<ul style="list-style-type: none"> Offered recycling at 100% of our physical office spaces Offered composting at 42% of our sites, an increase of 10% from 2021 Increased the number of sustainable options in our Gear store and reduced single-use items we generated at events and conferences
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	<p>We are committed to reducing our emissions to help keep the planet’s warming below 1.5 degrees C.</p>	<ul style="list-style-type: none"> Committed to setting a science-based target for climate action Maintained our status as an active member of the Climate Pledge Supported sustainable operations and communities with 33% of our offices having team-member-led Green Teams
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	<p>We are committed to working with all our partners, customers, vendors, and team members to bring our collective impact to goals for the world.</p>	<ul style="list-style-type: none"> Continued partnerships with like-minded partners and customers including Amazon, Salesforce, and Microsoft Joined the Forest Stewardship Council Technology Consortium Supported over 400 community organizations in 2022 Continued to disclose our impact through our annual Impact Report and assessments including CDP and EcoVadis
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OUR PLANET

Transition to net zero



“We see corporate responsibility as a journey that requires bold aspirations for the future—and specific, measurable actions for today.”

Tony Rojas
President





Our call to action

At Slalom, we believe that sustainability is not just our responsibility as individuals, it is our collective responsibility to be good stewards of the planet. That's why we make commitments to reducing our carbon footprint, minimizing waste, and supporting sustainable practices whenever possible.

The actions we take today have a profound impact on future generations, and by adopting sustainable practices now, we can create a more livable world for those to come. This means looking beyond short-term profits and considering the long-term impacts of our decisions and taking proactive steps to mitigate the effects of climate change—rather than waiting for someone else to solve the problem.

At the end of the day, we're all in this together. **By embracing sustainability, including achieving carbon-neutral emissions and shifting to 100% renewable energy by or before 2030, we believe that promoting a healthy planet will enable us to improve the health and well-being of people and communities.**

This commitment helps us meet the challenges of our customers and communities where we live and work, creating a healthier and more sustainable world for everyone.

The Climate Pledge

In February 2021, Slalom joined the Climate Pledge. This commitment, cofounded by Amazon and Global Optimism, is a call to businesses and organizations to take collective action on the world's most pressing crisis and work together for a safe and healthy planet for future generations. Through collective action, **the Climate Pledge pushes signatories to achieve net-zero carbon emissions by 2040**, 10 years ahead of the Paris Agreement targets. The commitment includes regular reporting of greenhouse gas emissions, implementation of decarbonization strategies, and neutralization of remaining emissions through credible offsets. This aligns with Slalom's purpose of building better tomorrows for all, as well as guiding us to be intentional in our transition to net zero. It is not enough to aim for carbon neutrality; we must make behavioral and consumption changes to reduce our emissions.





Commitments

In 2020, we set a goal to achieve carbon-neutral operation emissions and shift to 100% renewable energy by or before 2030.

In 2022, we took the next step in our journey and **signed the Science-Based Targets initiative commitment letter**. Setting a science-based emissions reduction target will help us develop a greenhouse gas reduction plan that provides a credible path to achieve net-zero emissions.

Measurement, disclosures, transparency

In recent years, we have measured and assessed our environmental impact by tracking progress against our global environmental commitments and identifying reduction opportunities to mitigate climate-related risks.

As part of our annual environmental assessment, we measure our emissions in metric tons of carbon dioxide equivalent (tCO₂e) and verify them with qualified assurance. **By measuring and verifying our emissions, we have been able to identify our emissions sources and act on opportunities that bring us closer to a net-zero world.**

We track and verify our Scope 1, 2, and 3 greenhouse gas (GHG) emissions.

Our **Scope 1 emissions** are direct emissions from sources owned or controlled by us. They remain relatively small because we do not own buildings, vehicles, or machinery.

Our **Scope 2 emissions** are indirect emissions from the generation of the energy we consume

at our offices. Unless we take action, our Scope 2 emissions will increase as our business grows. To reduce our Scope 2 emissions, we must follow energy-efficiency practices and take steps to replace non-renewable energy sources with renewable energy sources in our consumption. This is why we have a goal to shift to 100% renewable energy by 2030.

Our **Scope 3 emissions**, or value chain emissions, are a consequence of the upstream and downstream activities necessary for Slalom to operate. To reduce Slalom's Scope 3 emissions, we must decarbonize our supply chain and reduce our transportation emissions in business travel and team member commuting.

Scope 2 emissions

Energy

We lease our office spaces and therefore our primary focus is on partnering with our building proprietors to improve energy-data collection and reporting. We also engage with our building proprietors to explore more renewable energy options through local utility providers. To meet our renewable energy goal, we plan to make creditable renewable energy purchases. As we've expanded our business operations over the last few years to additional physical office locations, our total energy consumption has increased; however, some offices have begun to make the shift to renewable energy. When

it comes to leasing new facilities, we evaluate buildings using our sustainability-related criteria.

In 2022, **86% (31/36) of our permanent, physical office spaces utilized motion-activated lights** to reduce energy consumption. Additionally, **19 of our spaces are in certified green buildings**. We will continue to calculate total energy consumption based on our growing markets and the availability of diverse energy sources.

68% of our physical permanent office locations provided data on renewable energy consumption.

Scope 3 emissions

Travel

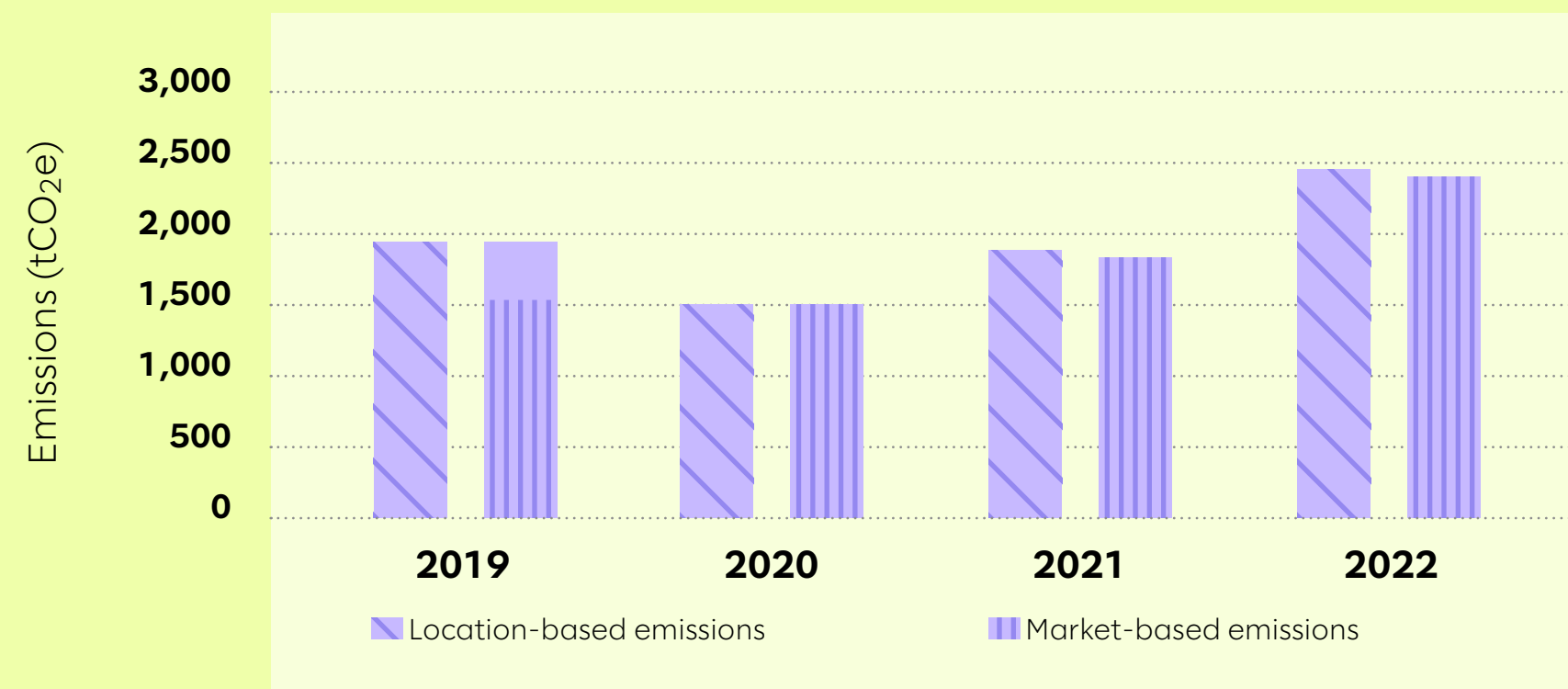
As in-person events, conferences, meetings, and collaborative working once again became routine in 2022, we saw expected increases in corporate and customer travel, compared to pandemic years. We anticipated and projected these increases, and they are reflected in our emissions, particularly in Scope 3 where we have seen the greatest shift from 2021 to 2022.

To minimize these travel-related emissions, we worked to institute best practices and selected vendors who aligned with our sustainability values.

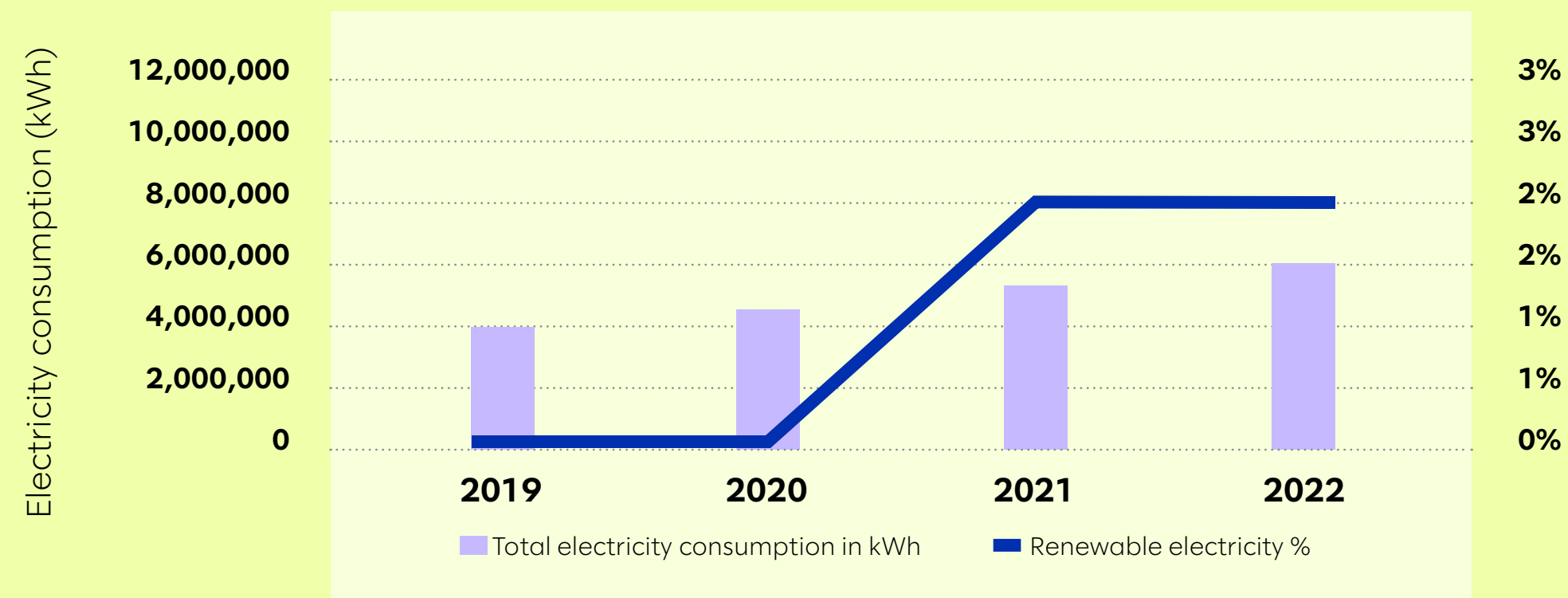
In 2022, we conducted discussions with our airline and hotel partners to share our sustainability goals, and made selections for preferred vendors based on goal alignment and their ability to hold sustainability certificates.

Overall, we are proud of our local-first model, which inherently limits the travel of our consultants as we primarily staff our project teams in the areas where they live. This allows us to naturally have fewer GHG emissions from business travel, based on our business model.

Scope 2 emissions by year



Electricity consumption by year



Disclosure

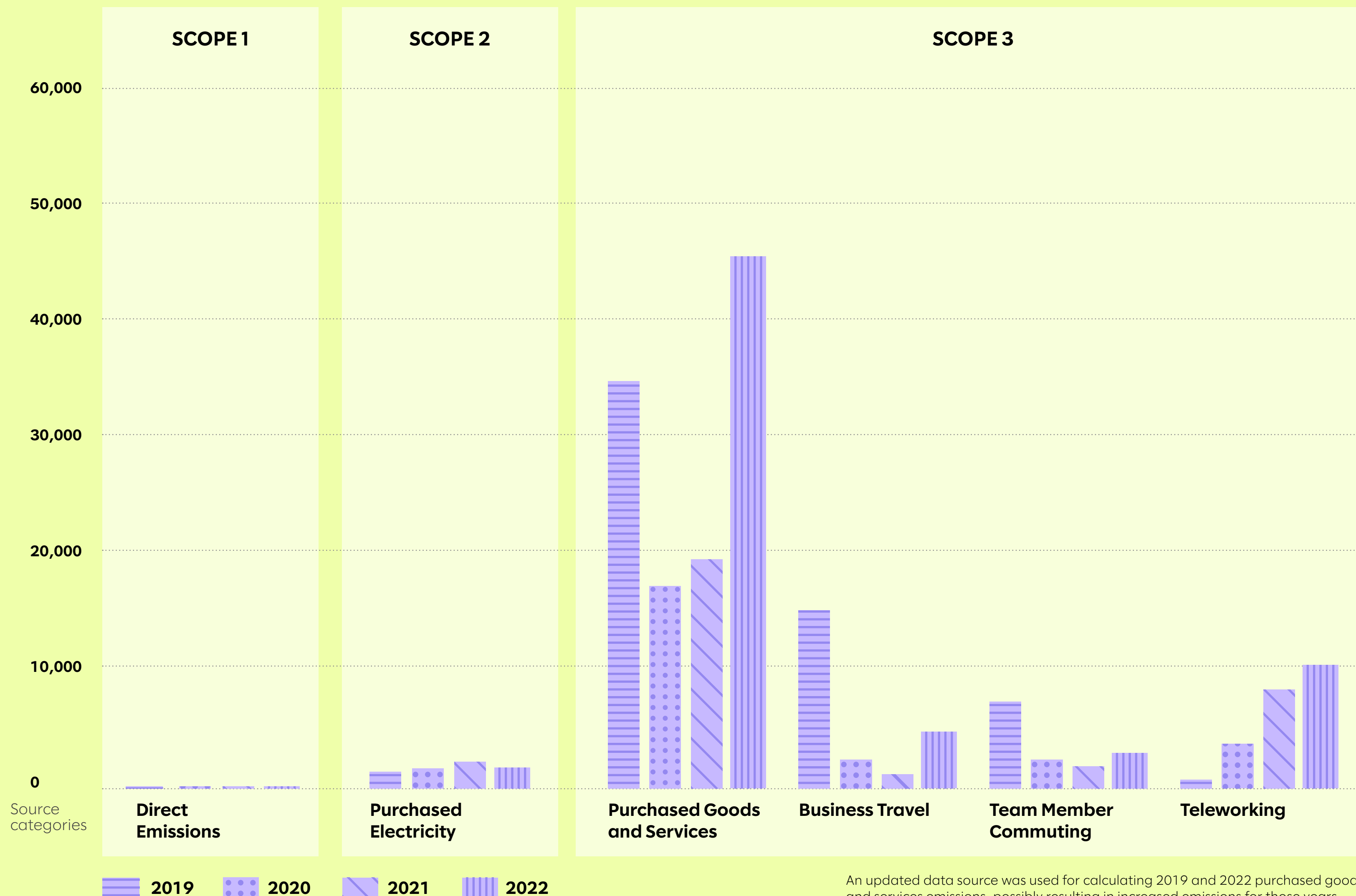
We aim to provide transparency and accountability on our emissions reduction journey. We disclose our climate metrics and environmental assessment results to external rating platforms CDP and EcoVadis. We also use the platform scorecards to benchmark our progress against global and industry averages, so we can stay aligned with industry best practices.

Emissions update

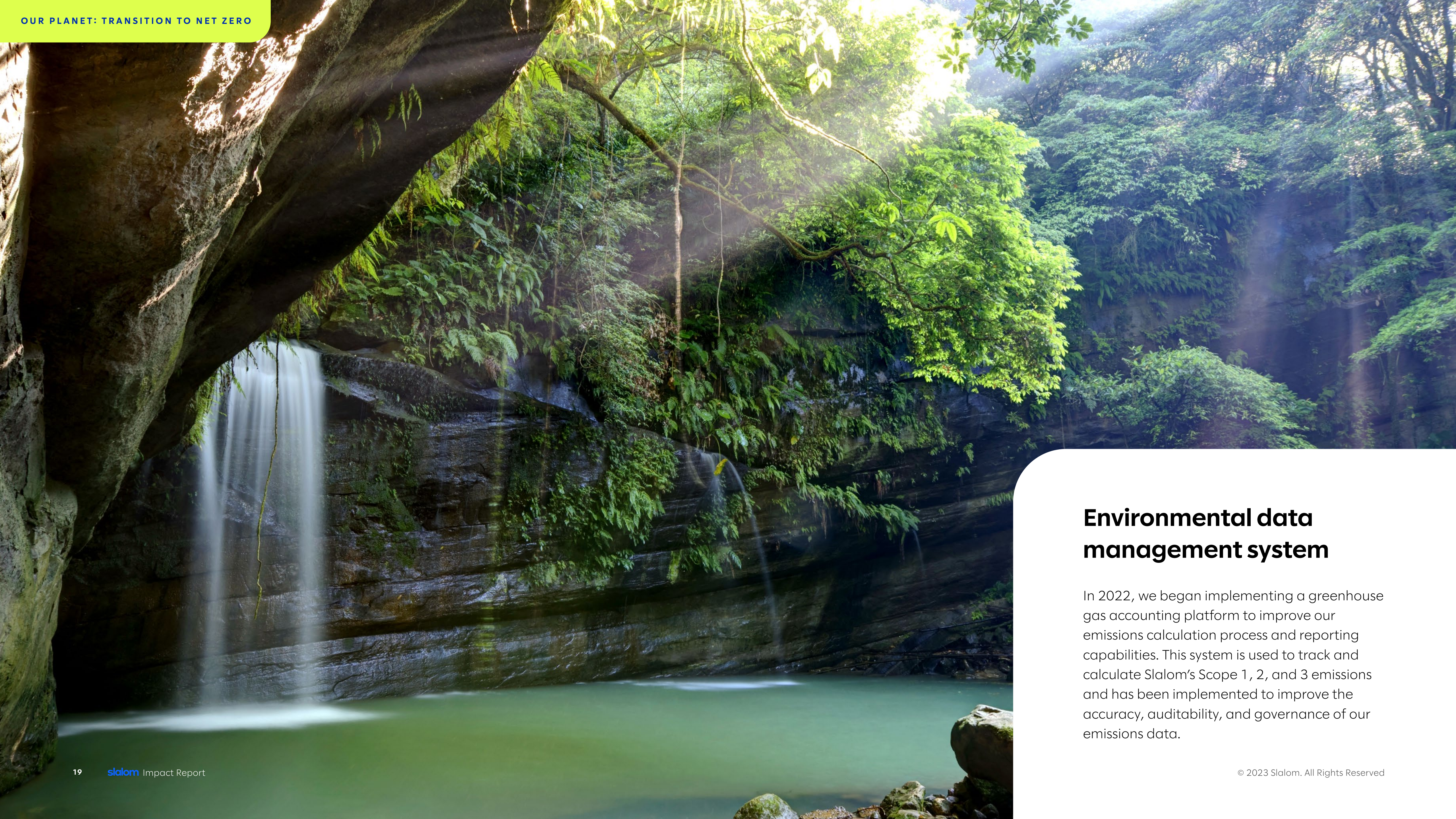
Overall, we saw an increase in our total emissions from last year. This change is primarily a result of general growth we experienced as a company, a return to operating practices that existed before the pandemic, and improved data collection practices that have increased our reporting accuracy.

In an effort to ensure we are accurately capturing and reporting our emissions, Slalom employs a third party to assure and verify our GHG emissions data. Our 2022 data was verified in July of 2023.

2019–2022 emissions (tCO₂e)



An updated data source was used for calculating 2019 and 2022 purchased goods and services emissions, possibly resulting in increased emissions for those years.



Environmental data management system

In 2022, we began implementing a greenhouse gas accounting platform to improve our emissions calculation process and reporting capabilities. This system is used to track and calculate Slalom's Scope 1, 2, and 3 emissions and has been implemented to improve the accuracy, auditability, and governance of our emissions data.



Supply network optimization to reduce costs and carbon footprint for a global customer

A global manufacturing customer with plants across North America was experiencing an increase in net freight costs and low performance of freight recovery costs due to supply chain inefficiencies and changing market conditions. Without established processes, measures, and freight-performance improvement plans, the organization was unable to address its rising costs. By coordinating sourcing

changes for 30% of their network, the customer team and Slalom were able to align customers with closer sourcing plants, resulting in **7.6M fewer miles driven, 10K ton decrease in carbon emitted, US\$16M in cost savings**, and an **11% decrease in freight recovery costs**.

Waste

As part of our 2030 goals, we seek to develop waste reduction programs across our entire footprint of office spaces. In 2022, we had 36 physical, permanent office spaces. We surveyed these office spaces to understand what waste reduction and recycling offerings were available. We can report the following progress:



Recycling

Out of our 36 spaces, all (100%) offered a form of recycling. We closed the gap from 97% in 2021 to 100% in 2022.

Composting

Out of our 36 spaces, 42% offered composting. This is an increase of 10% from 2021.

Types of waste recycling

Our spaces have expanded the offerings of recycling. We capture data on the types of recycling options available at each office to understand which spaces need support, particularly for e-waste.

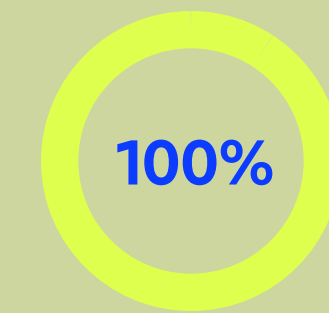
Note: Slalom's number of permanent, physical office spaces increased from 29 in 2021 to 36 in 2022.

Reducing waste at conferences and events

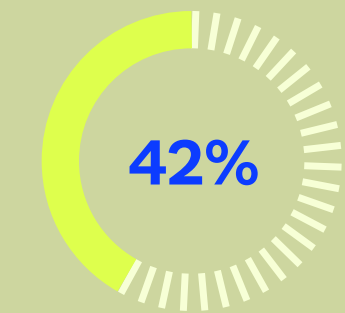
We understand the need to eliminate single-use or short-time-use items that can later end up in landfills. Given this, we have shifted our strategy for our Slalom-branded gear and how we show up at conferences and events. In our Slalom Gear store we have **added icons to let shoppers know if the business providing the item is sustainable** or diversely owned. Currently, 16% of the items in our store have these new indicators. Additionally, at our partnership conferences and booths, we have **lessened the number of single-use branded items** in favor of donations to nonprofits that align with our values. We introduced this new practice at our Dreamforce and the Grace Hopper conference exhibits in 2022, to name a few.

Highlight on Melbourne

Slalom's Melbourne office, which **currently runs on 100% renewable energy**, is working toward supplying plastic-free snacks by ordering fruit boxes directly from the farmers' market and substituting individually wrapped chocolate, chips, and tea bags for family-size snacks.

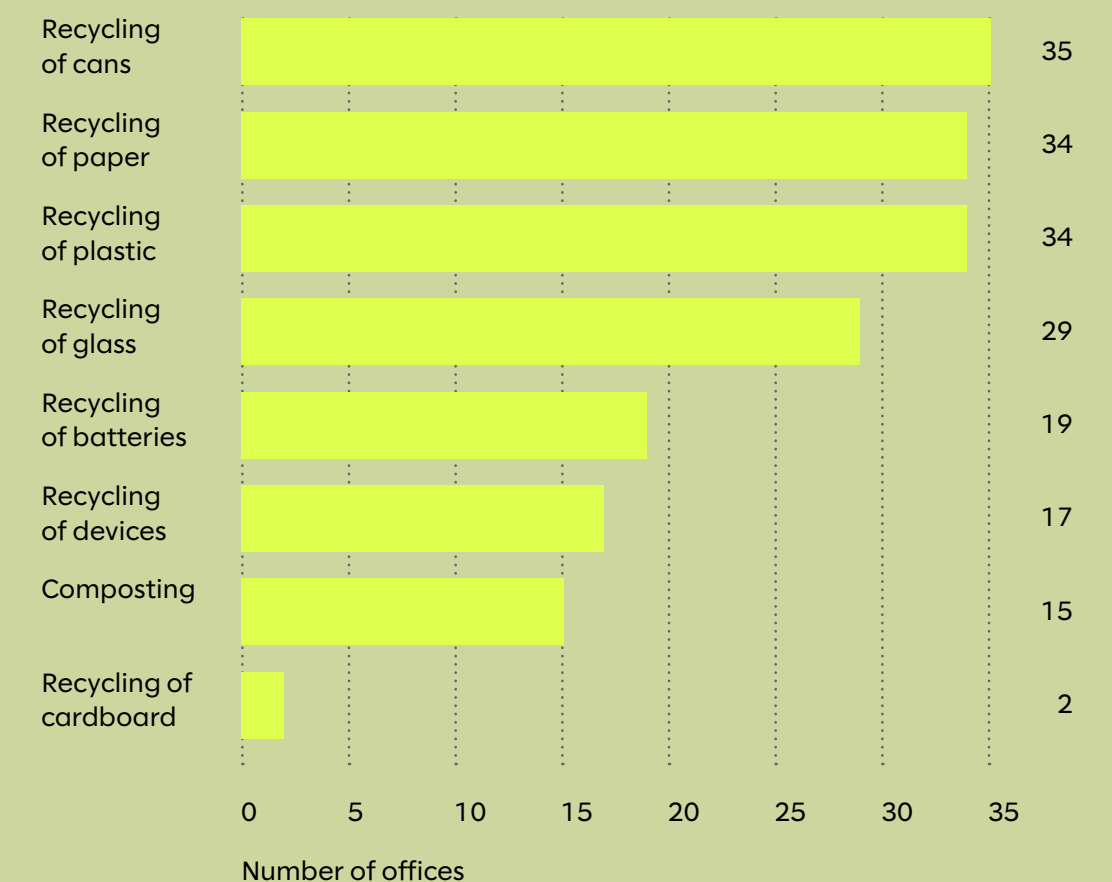


Does your office recycle?



Does your office compost?

What waste options does your office provide?





Creating a cleaner Ontario and a healthier planet with RPRA

What's the first line of defense when protecting the health of the planet? For Ontario, Canada, it's technology. **We partnered with the Resource Productivity and Recovery Authority (RPRA) to implement a centralized, cloud-based database to accelerate progress toward a waste-free Ontario.** Excited by RPRA's vision to reduce waste via optimized registration and reporting, our team spent time with customers to understand the priorities and pain points of the program. By optimizing the registration and reporting process, RPRA's new portals will support Ontario businesses in meeting their regulatory requirements, while also meeting Ontario's objectives to increase waste diversion and resource recovery—bringing the province closer to its goal of zero waste.

“What used to take us months now takes us weeks. The new portals turn a tangle of data into an intuitive and straightforward database.”

Mary Cummins
RPRA Registrar



Water

Given the increasing pressure on our water resources, **we assessed all physical, permanent office locations by identifying areas with high water-stress levels.** We find it important to continuously evaluate our operating locations in terms of water stress, since water and climate change are inherently linked (source: UN). The World Economic Forum’s Global Risks 2015 report “identified water supply crises as one of the highest impact and most likely risks facing the planet.”

We use the Aqueduct Water Risk Atlas’s definition for water stress: “water stress is an indicator of competition for water resources and is defined informally as the ratio of demand for water by human

society divided by available water.” To assess water-stress levels for our permanent office locations, we use the Aqueduct Water Risk Atlas framework to determine each permanent office location’s baseline and projected water-stress ratings for the years 2030 and 2040.

Assessment and awareness are the first steps toward mitigating our impact. Moving forward, we will take a risk- and stress-based approach to implement responsible water consumption practices across our office operations, targeting those areas at the highest risk and stress levels first for immediate action.

Biodiversity

With increased focus on the role that biodiversity plays in protecting the planet and the population from climate shocks, pandemics, human-animal crossover, and conflicts, this year, **we assessed all our office locations using biodiversity metrics.** This assessment is the first step in understanding where our offices intersect in biodiversity hot spots. With this assessment, we will take a risk-based approach to implementation to minimize our impact. We are still learning how we can mitigate our negative impact, while simultaneously generating positive outcomes on the biodiversity of our planet.

Slalom’s physical risk and reputational risks are both low across our physical office locations, per the WWF Biodiversity Risk Filter (2023).

Forest Stewardship Council (FSC)

In 2022, **we were invited to join the Forest Stewardship Council Technology Consortium**, made up of some of the world’s most advanced technology companies, including Slalom, **to find cutting-edge solutions** to challenges such as rooting out fraud in supply chains and helping smallholders compete in global markets. As a result, FSC and the greater effort to conserve forests are already seeing an impact. A recent collaboration with Slalom is using AI to forecast areas of high risk for illegally harvested or traded wood across the world. Sources: Tech giants help FSC tackle big challenges | [fsc.org](https://www.fsc.org); Stories of Impact: Forest Stewardship Council—M. J. Murdock Charitable Trust [murdocktrust.org](https://www.murdocktrust.org)

Slalom locations with high risk of water stress

Baseline	2030	2040
01. Southern California	01. California	01. California
02. Colorado	02. Colorado	02. Colorado
03. Arizona	03. Arizona	03. Arizona
04. Texas	04. Victoria	04. Victoria
	05. New York	05. New York
	06. New South Wales	06. New South Wales
	07. Tokyo	07. Tokyo

Sustainable facilities

As we saw an increase in return to work for both our Slalom team members and our customers, and expansion and growth in our real estate footprint, we continued to grow with an eye for sustainability. From 2021 to 2022 we increased the number of physical spaces from 29 to 36. As part of that increase, **we finalized a sustainability scorecard to be utilized when looking for new office space**, aiding in the assessment and prioritization of sustainably designed and operated buildings. Further, **we created sustainability language that will be included in lease contracts** as part of the negotiation process, with an emphasis on sustainability reporting twice a year from the building proprietor. This will help us track and achieve our sustainability goals in our spaces from the start.

Green Teams, local action

Slalom's Green Teams are dedicated to promoting a culture of environmental awareness and responsibility in the office, at home, and in the greater community. Combined with our operations, Slalom's volunteer-led **Green Teams continue to drive meaningful efforts across our global office spaces.**

In 2022, **we maintained Green Teams in 33%, or 12/36, of our permanent, physical office locations.** Some examples of actions led by our Green Teams include:

- **Atlanta:** Participated in a local gardening initiative
- **Denver:** Volunteered with Denver Urban Gardens network (partnership to be formalized in 2023)
- **Seattle:** Conducted a waste audit that informed new procedures to better adopt recycling and composting within the office
- **Chicago:** Supported the cleaning and greening of 74 parks in the Chicagoland area during the 2022 MLK Jr. Day of Service, in concert with our Partners for Good team

“As a sustainability-enthusiast leading the Boston Green Team for the last handful of years, I've loved helping our office continually improve its green habits and become a leading example for sustainability at Slalom.”

Connor Tyrrell

Delivery Director & Boston Green Team Lead

Trees planted

In 2022, Slalom supported the planting of **nearly 10,000 trees around the globe** including in Haiti, Mozambique, Madagascar, Tanzania, and Nepal, as well as in our local markets. Supporting the sequestration of **the equivalent of 590.76 metric tons of CO₂e or enough to power 130 gasoline passenger vehicles** for a year (source: US EPA equivalency calculator).

OUR COMMUNITIES

Local care, global impact



Driving equity, inclusion, and sustainability

Our people are passionate about supporting the communities where we live and work. The desire for meaningful work and impact is part of Slalom’s ethos, and we encourage our team members to harness their passions for good. **Our goal is to build a successful impact ecosystem by combining our paid, volunteer, and pro bono efforts, along with the Slalom Foundation and operations.** This integration will result in better outcomes and significant positive effects in our communities. As part of this impact ecosystem, Slalom provides support for our communities in a variety of mechanisms including:



1

Volunteering

Time given by Slalom team members to support a nonprofit organization through picking up garbage, beach cleanup, serving food at a soup kitchen, packaging care kits, and more.

We provide volunteering support throughout the year for about **16,000 volunteer hours valued at US\$465K.**



2

Pro bono work

Slalom team members to deliver free services to a nonprofit organization, developing a communications plan, implementing Salesforce or AWS, or providing strategic services or advice, et cetera.

We provided our talents to the total of nearly **15,000 pro bono hours valued at US\$3M** across 16 markets.



3

Corporate donations

Donations presented by Slalom, Inc., not through employee giving.

We provided approximately **US\$1.1M in corporate donations** across all our markets and global teams.

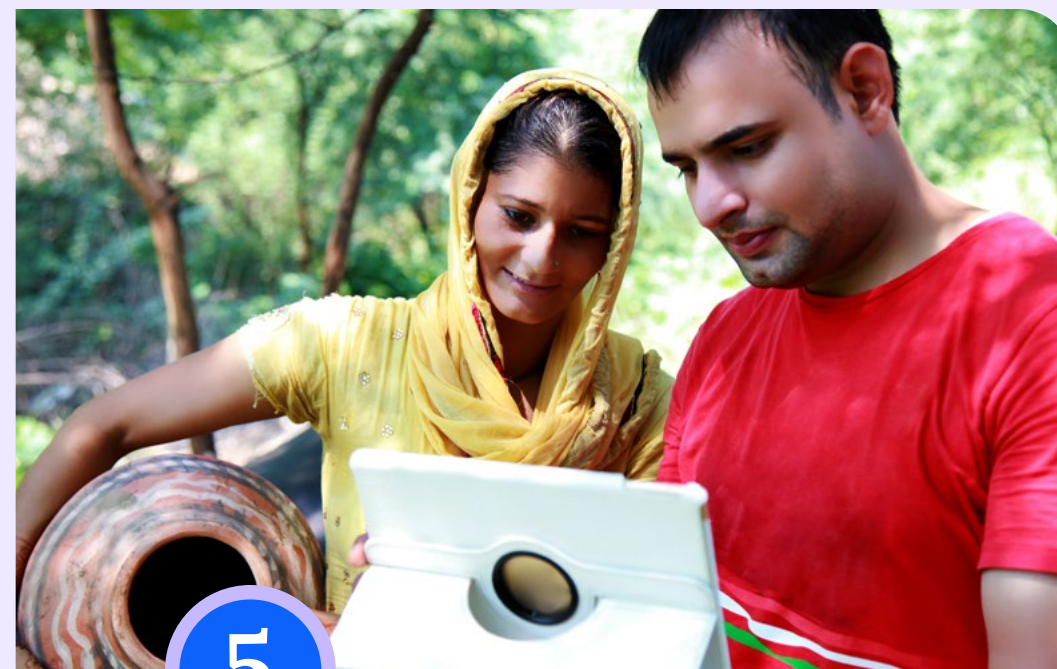


4

Fundraising support

Donations provided by Slalom team members or their networks, not Slalom Inc.

Slalom team members **raised US\$920K** in funds to support local community organizations.



5

Grantmaking

Grants extended through the Slalom Foundation on a competitive basis, using a trust-based philanthropy approach.

We **provided US\$295K in grants** to 11 organizations.



6

Paid engagements

Paid work that has a positive impact in federal, state, and local government, nonprofit, hospital, and school communities.

We **supported 52 state, local, territorial, or provincial governments, representing over 215 million citizens** being affected through our work in the public sector.

We **supported over 400 nonprofit, community organizations** across all our markets and global teams.





Slalom volunteers packaging meals at the Project Angel Food kitchen in Los Angeles.

Education

Slalom has a history of supporting K-12 and university-level educational institutions around the globe. From budget pressures to educator burnout, we understand the challenges school systems and institutions face around the globe in their efforts to recover from the pandemic. The sheer scale and speed of recent change places tremendous pressure on school districts and higher education institutions to adapt to new models of teaching, learning, and operating. **Slalom is fiercely committed to driving meaningful outcomes for all students.**

Slalom volunteers help build back-to-school kits for low-income Illinois families.

“We are honored to be recognized as SI Partner of the Year in North America and Education Partner of the Year globally. Our relationship with AWS has helped Slalom deliver practical, end-to-end solutions that have driven meaningful impact for over 500 mutual customers, and we’re looking forward to helping even more customers together in the years to come.”

John Tobin
Co-founder and Executive President



We collaborate with educators and administrators to uncover the strategies, skills, and tools school districts and institutions need to respond to seismic shifts and thrive in the next normal. Through our paid work, **we have supported:**

- Over **1.4M students** by collaborating with five K-12 school systems to improve learning experiences by implementing technology solutions that enable the administration to better manage data and processes within the school.
- Nearly **980,000 students** through our work with 27 higher education institutions to support both students and administrators with access to technology and data solutions that provide insights into student progression and management.

Collectively, **this work has earned us AWS Education Partner of the Year.** This Education Partner of the Year is a global award that recognizes Slalom as a top AWS Partner with the Education

Competency that has delivered innovative mission-based wins for K-12 or higher education. The two 2022 regional and global AWS Partner Awards that Slalom received are System Integrator (SI) Partner of the Year in North America and global Education Partner of the Year.

We have also supported students and institutions through our volunteering, fundraising, and pro bono support. Throughout 2022, our teams have **supported over 50 organizations focused on education and youth engagement**, through mentoring, building and facilities improvement, story time, and donations for school supplies.

Chicago

Over **4,050+ students** in Chicago received uplifting messages and school supply kits, aimed at supporting children from low-income or impoverished neighborhoods. Through our collaboration with Back-to-School America and their Build-A-Kit

initiative, we provided **1,500 school supply boxes** to students in the Chicagoland area, ensuring they have the necessary resources for a successful return to school, regardless of their financial circumstances.

Phoenix

We partnered with the Booker T. Washington Child Development Center, a Black-founded nonprofit, **to renovate their nonfunctional library.** With the help of artists, workers, and over 35 Slalom Phoenix volunteers, we created an inspiring space for children to dream big. The Phoenix REACH Employee Resource Group **curated a diverse collection of impactful books**, making literature accessible to these children. The library now serves as a functional and creative hub, fostering civic engagement and cherished memories for the community and Slalom team members.

Atlanta

As part of the current mayor's Transition Committee on Education & Youth in Atlanta, **we offered pro bono consulting services during the mayor's 100-day transition** into office. Our team of five professionals collaborated with a diverse subcommittee of community leaders and experts from across the city. Our role involved providing management, discovery, facilitation, and findings development services. For more information on the strategic priorities focused on improving the lives of Atlanta's children, refer to the [2022 Mayor's Transition Report](#).

“We're proud to earn this award that acknowledges both Slalom's industry acumen and our AWS expertise. I want to congratulate all of the industry and technology experts at Slalom whose work with customers has helped us become Education Partner of the Year. Together we're helping the world's education institutions build better tomorrows for all.”

Gretchen Peri
Managing Director
Public & Social Impact



Food security

Our Slalom team partnered with Feeding America to develop the Feeding America Relationship Management (FARM) system by implementing Salesforce, integrating data, training users, and driving adoption. By the end of the project, **we trained over 200 users, created over 26 training manuals, and developed over seven insightful data dashboards.**

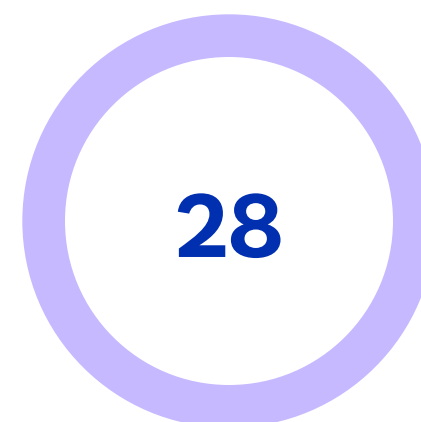
Through Slalom’s annual food drive, we have **supported over 42 food banks around the globe**, serving major metropolitan areas.



Agencies using the new system



Users trained



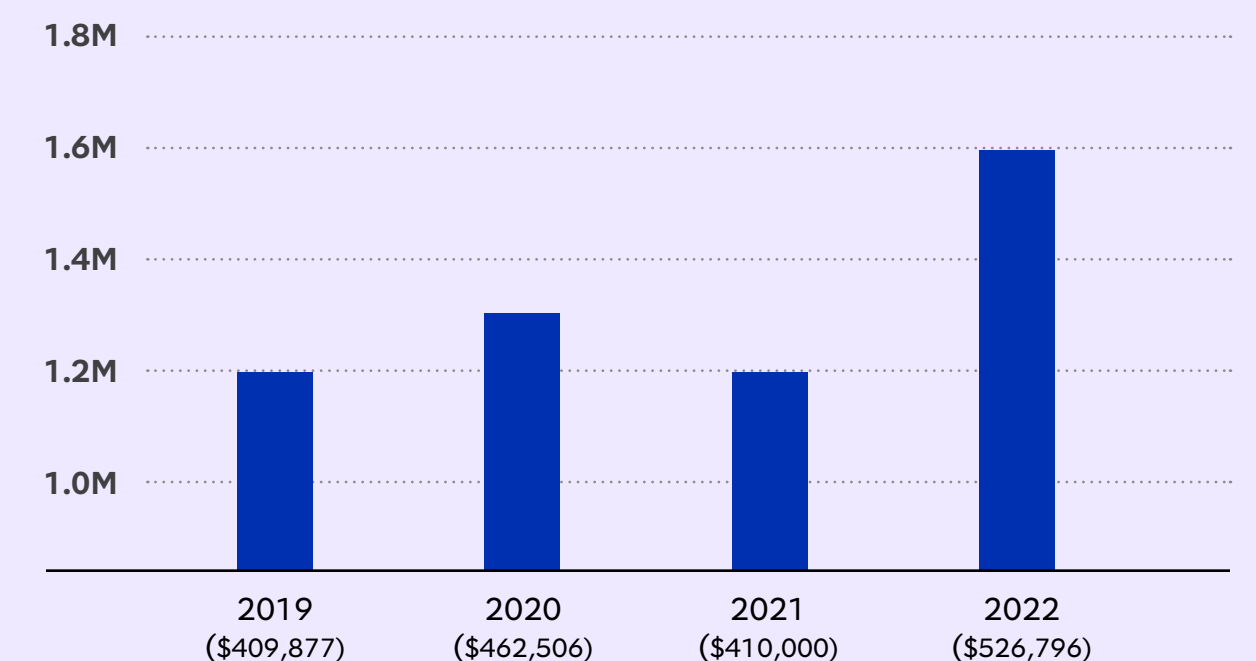
Virtual user trainings in six months

Slalom food drive growth to date

In 2022, the **11th annual Slalom food drive was initiated as the biggest charitable event of our company.** This event involved all markets, which actively fundraised, volunteered, and connected with the local community to address food security. Collaborating with local food banks, our markets aimed to raise awareness regarding the community’s food security needs. Our team members also utilized their skills and talents to generate funds and offer services such as chess lessons, photography, and yoga. Despite the expansion of Slalom into new markets and countries, the tradition of our annual food drive has been consistently upheld. In 2022, **a record-breaking number of 42 markets participated** in the food drive, making it the largest one to date.

Slalom Annual Food Drive

MEALS PROVIDED



Dollar (USD) amounts below dates are the value of meals provided.

Justice and public safety

At Slalom, we envision a world where everyone has an opportunity to live in a safe and just environment. Through the Slalom Foundation, volunteering efforts, pro bono and paid work, we seek to create a modern, data-enabled environment for justice and public safety organizations to transform how they work and serve their communities. Our work in 2022 enabled us to:

- **Provide over 57 million citizens with increased justice and public safety data-driven solutions**, targeting areas most in need and most affected by crime and violence. Through this paid work, we supported 11 justice and public safety organizations in the United States and Canada.
- **Support five justice and public safety organizations** dedicated to fair treatment in the legal system. We specifically assisted victims of human trafficking to clear their criminal records.

Better tracking for survivors of sexual assault

Slalom **partnered with the Criminal Justice Coordinating Council in Georgia to develop a statewide tracking system** for previously unprocessed sexual assault kits. We established a task force comprising key stakeholders from various sectors across Georgia, including nursing, law enforcement, and advocacy groups. By studying approaches in other states and gathering input from stakeholders, we designed a comprehensive model to meet Georgia's requirements. The new forensic tracking system was configured accordingly, ensuring accountability. Notably, **our collaboration led to the creation of the Survivor Portal**, empowering survivors by allowing them to track the location and status of their kits, providing reassurance and validation.



Raising our voice against gun violence

In 2022, we saw unprecedented gun violence in the United States. This epidemic represents a public health crisis that continues to devastate communities and harm the national economy. **Slalom CEO, Brad Jackson, joined more than 550 CEOs and leaders to sign a letter urging US lawmakers to take action** through the CEOs for Gun Safety Initiative.

Progress update for the Detroit Justice Center

Detroit Justice Center (DJC), a not-for-profit law firm and 2021 Social Equality Initiative (SEI) grant recipient, provided us with an update on their community advocacy. In 2022, their executive director, Amanda Alexander, was appointed by Michigan governor Gretchen Whitmer to the Michigan Joint Task Force on Jails and Pretrial Incarceration, a body tasked with shrinking Michigan's jail population and proposing alternative solutions. As a result of the DJC's advocacy, a slate of

progressive laws passed last fall that includes a law banning the suspension of drivers' licenses for non-driving-related offenses, such as not being able to afford court fees and ticket fines. With driving on a suspended license being the third most jailable offense, this practice disproportionately targeted low-income Michigan residents. DJC's activism targeted the heart of a carceral system that criminalizes low-income residents and affected over 200,000 people.



Health

Our vision is for each of our communities to be happy and healthy, and have equitable access to modern medicine and positive healthcare experiences regardless of circumstances. To achieve this, Slalom donates and raises funds for hospitals and life sciences organizations that provide access to healthcare and support medical breakthroughs that affect the lives of all.

In 2022, **we supported public health institutions through our partnerships.** This work included the equitable access and roll-out of vaccines. Through these partnerships, we have been able to positively affect the lives of residents in Illinois, Massachusetts, New South Wales, and Ontario.

Last year, we **supported over 20 nonprofit health-focused organizations.** Our team members stayed fit and active while raising funds through biking, running, and rowing to conquer breast and prostate cancer, mental health issues, cystic fibrosis, heart disease, leukemia, and lymphoma. In total, Slalom and our team members raised over US\$123K to support these important causes and improve health outcomes for our communities.



Helping doctors save lives with AI-assisted technology for the early detection of melanoma

In partnership with AWS and the University of California–San Francisco, **Slalom developed AI-assisted technology for early melanoma detection.** Detecting melanoma in its early stage increases the survival rate to over 95%. Traditional diagnostics often yield low agreement among experts. To address this, we applied computational tools previously used to categorize and predict breast cancer slides. We extended this approach to melanoma slides, utilizing AWS cloud computing for scalability. Through this work, we successfully deployed a proof of concept and transitioned to a proof of practice.

Protecting patients and providers with data

We helped CRICO, a medical professional liability and patient safety organization, modernize its data solutions with AWS, Microsoft, and Snowflake. CRICO's healthcare provider customers are now able to analyze their data in new ways to provide insightful information to risk managers, save money on storage, and reap the rewards of greater scalability. Source: [CRICO: Protecting patients and providers with data | Slalom](#)

Driving growth through leadership development

Gift of Hope Organ & Tissue Donor Network, a not-for-profit organization that coordinates organ and tissue donation in Illinois and northwestern Indiana, **partnered with Slalom to design a series of Leadership Academy interactive workshops for more than 60 participating leaders** across the organization. The enhanced communication, leadership, and management skills helped pave the way for more effective stakeholder engagement strategies at all levels of the organization.



Slalom bikes for change

In Columbus, Ohio, our teammates rode to defeat cancer in the annual Pelotonia event, and in Toronto, Canada, 13 riders completed 21,000 km and raised CA\$34K for the Princess Margaret Ride to Conquer Cancer.

Unleashing the power of STEM for St. Louis youth

Slalom St. Louis cohosted a successful **STEM Camp** with St. Louis Children's Hospital, bringing together the St. Louis community to create a memorable experience. Our team went above and beyond by organizing a fun "Coding Maze Activity," **providing over 80 LEGO kits** with encouraging notes. Through our sponsorship, we **funded the schoolroom program and enabled a captivating LIVE@ Children's STEM show** on the hospital's TV programming. We also **led an in-classroom activity where six team members taught kids how to code** their own video games, sparking their excitement for programming. [View the thank-you video](#) from St. Louis Children's Hospital.

Disaster response

Amid the climate crisis and various economic disruptions, our customers, people, and communities are facing multiple crises. At Slalom, we have been working to support disaster response through our customer work, pro bono work, and donations to those most in need when turmoil strikes.

Share the Warmth

Slalom Montreal provided pro bono support to Share the Warmth, a community organization that strives to meet community needs through accessible services designed to elevate one another. Five of Slalom's Salesforce professionals supported Share the Warmth by updating their Salesforce platform to assist the organization with increasing its operational effectiveness.



Dog Guides: The power of unleashing a person's potential

Slalom partnered with the Lions Foundation of Canada Dog Guides to replace outdated systems and paperwork with a modern technology solution. With Salesforce Nonprofit Success Pack and custom tracking apps, the organization now has visibility into the entire customer lifecycle, streamlining and digitizing the experience for team members, customers, and volunteers. Source: [Dog Guides: The power of unleashing a person's potential](#) | Slalom



Volunteers from the Slalom Phoenix office helping renovate the Booker T. Washington Child Development Center library.

Slalom Foundation

In 1993, not long after Slalom was founded, Brad Jackson began sharing his goal to one day start a foundation. With the full support of our Slalom Board, we created the Slalom Foundation with an ambitious goal to grow the endowment to US\$100M over time. **The long-term goal for the Slalom Foundation is to create substantial social benefit through grants and related philanthropic activities.** In 2019, we started the Slalom Foundation with an initial investment of US\$2M. Each year, a percentage of our operating budget is allocated to the Slalom Foundation, and at the end of 2022, the foundation endowment grew to US\$9.5M. These funds are then disbursed

through various philanthropic programs like our SEI initiative, which empowers our team members to nominate nonprofit organizations in their communities that work to dismantle systemic racism to receive grants.

As we expand to new locations, we will continue contributing to the Slalom Foundation. **For the first time in 2022, we expanded our grantmaking to organizations outside the US** to include Australia and the UK. We also continued our Springboard8 program that works to support an increase in college graduation rates for Black men in the Seattle area.

Dignity for Divas

Dignity for Divas (DfD) believes in the power of self-care for stability and self-sufficiency. They provide care packages to homeless women, restoring their dignity, reminding them of their worth, and reconnecting them with their inner diva as they successfully transition out of homelessness. Slalom has long supported DfD in Seattle, and in 2022 we assisted them pro bono by enabling access to modern technology through the Salesforce “Power of Us” program. With 10 free licenses, we implemented the Non-Profit Success Pack from Salesforce, which included databases for divas, donors, volunteers, and a program management add-on.

“This is what access and equity looks like. I never thought I would have the opportunity to have a CRM program like Salesforce.”

Nikki Butler
Executive Director of Dignity for Divas

Springboard8

Supporting an increase in Black male college student graduation rates

In 2022, we continued our partnership with Seattle Central College and the Seattle Colleges Foundation through the Springboard8 program. Funded through the Slalom Foundation, this partnership **connected 37 Black male students with Slalom coaches** to work together with the goal of providing support for their college journey and planning for their post-graduation careers. Through the program, we have completed the following:

- **Achieved a 40% graduation rate**, on par with the average community college rate for all populations
- **Disbursed US\$96K in tuition relief** to students at the end of 2022

“I am a first-generation African student on a nonlinear education route. The Springboard8 program was a pivotal part of my success at Seattle Central. The individualized attention, having my back through challenging times, and helping me in any way possible, from resumé building to navigating life. Springboard8 provided great coaches who turned into mentors and lifelong friends, learning from professionals, and sharpening of my skills to be ready to embrace the corporate world.”

Ebrima Banda
Springboard8 participant



Social Equality Initiative (SEI)

The SEI continues to support organizations focused on dismantling systemically racist practices and addressing disparities faced by Black, Indigenous, and People of Color (BIPOC) communities. Through the SEI grant, funded by the Slalom Foundation, **11 community-led organizations were funded by a total of US\$295K** in 2022.

To date, a total of **US\$676K** of our three-year US\$1M commitment **has been made available to 22 organizations**. Of the organizations we have funded, **75% were women- or nonbinary-led, and 85% have executive leaders who that identify as racially and ethnically diverse**. We value the leadership of organizations that are of the community, for the community.

OUR 2022 SEI RECIPIENTS INCLUDE

Big Brothers, Big Sisters, Kansas City

Big Brothers, Big Sisters, Kansas City (BBBSKC) works to clear the path to a child's biggest-possible future by matching them with a caring mentor. BBBSKC is the oldest and largest mentoring organization in the Kansas City community. Through the cultivated relationships, area youth gain greater access to resources, community, and support. BBBSKC's service to underserved communities has had profound impacts on employment and earning prospects.

Black Girls Do STEM

Black Girls Do STEM strives to provide middle-school-aged Black girls with the opportunity to create and build confidence in their STEM abilities. This program applies strategies and design frameworks that expose young girls to thought-inducing STEM career fields. By fostering curiosity through development of metacognition and 21st-century skills, students acquire problem-solving abilities while building confidence through relationships.

Byrd Barr Place

Byrd Barr Place is a Black-led organization that engages their community in civil rights advocacy, while providing essential services such as energy assistance, food banks, housing assistance, and personal finance tools. With the vision to provide equitable opportunities to people of color in Seattle's Central District neighborhood, Byrd Barr Place has programs that run from emergency aid that fills gaps in housing and food needs, to multiyear programs designed to build skills and strengthen stability.

Michigan Hispanic Collaborative

The Michigan Hispanic Collaborative (MiHC) exists to foster business, community, and educational collaborations that close the equity gap of Hispanic communities. Their deeply rooted ties to their community drive the rightful focus on social service and workforce development programs. MiHC provides intentional support and guidance for high school and college students through a multitude of programs that enable students to graduate from college and achieve career success.

OUR 2022 SEI RECIPIENTS INCLUDE

Melbourne Indigenous Transition School

The Melbourne Indigenous Transition School (MITS) serves Indigenous students from remote and regional communities across Australia. For many Indigenous children, the cultural, social, academic, and language barriers to education are difficult to overcome. The vision of MITS is to create pathways for students in these communities so that they may lead lives full of choice and opportunity.

Reach Out 2 Kids

Reach Out 2 Kids (ROK) formed to challenge racial and social inequalities by effecting change in education and employment across London. As a resource for youth, ROK provides a range of career options through mentor programs and work experience opportunities.

National Society of Black Engineers

The National Society of Black Engineers (NSBE) is one of the largest student-governed organizations in the US. This organization has created a platform to positively affect the Black community through education, exposure to healthcare disparities, and innovation. In its 46 years of operation, NSBE has been a vital support and sanctuary for Black professionals who bear a disproportionate share of society's ill of social unrest and economic disruption.

SisterHouse

SisterHouse contributes to the fight against structural racism by eliminating barriers to quality mental health care while empowering women of color to seek recovery from substance abuse disorders. This organization has a deep understanding of the trends that exist in communities plagued by urban poverty, racial oppression, and lack of opportunity. Through undying support, SisterHouse residents strive to secure quality employment and stable housing while planning for their future.

New Friends New Life

News Friends New Life (NFNL) restores and empowers trafficked and sexually exploited teen girls, women, and their children. Human trafficking is one of the largest criminal industries in the world, with Texas ranking second for national prevalence. NFNL addresses the problem of sex trafficking and racial disparities by ensuring survivors have tangible tools to escape and recover from the criminal industry. In addition to survivor advocacy, NFNL endorses policy change and education that shed light on trafficking and prevention efforts.

Youth Represent

Youth Represent was created to address young people's diverse and unique needs that arise due to a legal system that preys on Black and Latin youth. Through a multidisciplinary approach, the organization provides individual-level legal representation. Additionally, this organization champions policy reform that reduces the number of youths entering the legal system on state and local levels.

Page Education Foundation

The Page Education Foundation aims to encourage Minnesota's youth of color to pursue post-secondary education. This is accomplished through its Page Grant scholarship program and community services performed by its Page Scholars. With each Page Scholar volunteering 50+ hours of tutoring and mentoring for elementary-aged children, community engagement remains at its forefront.

“Your contributions of time, talent, and financial resources are going a long way in addressing the systemic issues of racism and inequality that continue to plague our communities. Your dedication to creating a more just and equitable world is a testament to your values and vision. We are grateful for your partnership and look forward to continuing to work together toward a more just and inclusive society.”

Andrea Caupain
Former CEO of Byrd Barr Place

OUR PEOPLE

Our heart



A letter from our Chief Inclusion, Diversity, and Equity Officer



Last year was a whirlwind of constant change. We saw the trends from 2021 continue with explosive hiring, intense competition for talent, and an overwhelming demand in the job market. As Slalom emerged from the grips of the pandemic, we also faced economic softening, an uncertain job market, and postponement of discretionary projects in the latter part of the year.

Amid all this change, our team members continue to demand more from us. They wholeheartedly embraced and benefited from our ID&E initiatives, and now they expect us to do even better, and they should. They recognize that, especially in the current economic climate and the looming climate crisis, companies like ours have a responsibility to be good citizens and stewards of our communities and the planet. Thus, we remain steadfast in our ID&E efforts and firmly believe we must continue investing in these initiatives.

To attract and retain top talent and bring more to our customers, our commitments must extend across people, the planet, and our communities, and our dedication to these initiatives cannot waver.

At the end of the day, we are in the people business. That's why we proudly consider ourselves "fiercely human," as we hold being human at the center of everything we do. We adapt and evolve to meet the ever-changing needs of our people because we recognize that they are the heart and soul of our organization. Without their dedication, passion, and unwavering support, our success would not be possible.

Our relentless commitment to ID&E and embodiment of a fiercely human spirit is what makes us Slalom. Together, we will continue to make a profound impact on our people, our planet, and our communities.

Kristine Santa-Coloma Rohls
Chief Inclusion, Diversity, and Equity Officer



Team member engagement

BEST FOR ALL

More and more, our customers and partners are embracing a hybrid approach to work that prioritizes in-person collaboration. They are eager for us to be on-site for solutioning and delivery, and we want to meet them where they are. In addition, many of our current team members joined Slalom at a time when we couldn't be together in person. As a result, we can nurture a sense of culture, collaboration, and community across our teams.

The evolution of our customers' approach and our continued focus on connection among our teams left us with some tough decisions to make. After many thoughtful conversations with senior leaders across the company, we've come up with solutions that we feel balance the needs of our customers, partners, and people.

It's important to note that our philosophy of work "working" for our teams (inclusive of our customers/partners), and each team agreeing on their "norms" remains the same. We know

that in-person collaboration may look different across our teams as determined by their role, current customer/partner engagement, or in conversations with their people leader.

Team member retention

At Slalom, we prioritize customer needs and support team member growth with integrity. We offer comprehensive training in leadership, consulting skills, sales, and customer relationships to retain our talented team. Our diverse developmental opportunities cater to different learning styles, including on-the-job learning, online courses, mentorships, and rotational assignments. Every Slalom team member receives a professional development budget for external learning opportunities like conferences, while industry research tools such as Gartner keep our consultants updated on market practices. We're proud to be recognized as one of *Fortune* 100 Best Companies to Work For in 2022, and our team members consistently endorse Slalom as an exceptional workplace. Together, we create an environment that fosters growth, learning, and fulfillment.

81% of team members intend to stay based on the Slalom Engagement Survey (SES)

"Intent to stay" measures whether a team member can see themselves working at Slalom in three years from the time of survey. The percentage favorable score represents responses of Agree or Strongly Agree.

"So many people agree now that the future of work is hybrid, but they don't agree on what that looks like. When we think about this idea of "all" and "each," I don't think there is one answer that we can borrow from in the past. It is going to take hundreds of experiments to figure out what the right path is moving forward."

Brad Jackson
CEO



Experience Index

The Experience Index is a measure of team member engagement, team member happiness, and **a guide to understanding how we are doing at making Slalom the best place our people have ever worked.** We continue to evolve this index as we actively listen to team member feedback to create great experiences for all.

Slalom Engagement Survey

The SES is an annual survey that offers Slalomers the opportunity to provide feedback on multiple aspects of their Slalom experience. Each year, the **SES results are used to identify areas of strength and opportunity, while also helping to inform initiatives to improve Slalom's culture.** We ask for honest and candid feedback and partner closely with Slalom's legal and data privacy teams to ensure confidentiality.

Our SES is a vital tool in measuring and understanding team member engagement.

It enables managers and leaders to drive engagement, foster a productive team, and

demonstrate responsiveness to team member ideas and concerns. The survey assesses nine key areas, including motivation, pride, sense of value, and connection, providing valuable insights for improvement and cultivating a better future at Slalom.

In 2022, we had **85% team member participation** and saw the following results:

- **91% engagement index score**—The engagement index is the composite of survey items that are most related to measuring the engagement level of team members; nine survey questions anchor to the Experience Index.
- **93% would recommend Slalom as a great place to work.**
- **84% have overall favorability**—Overall favorability represents the average combined percentage of all core items on the survey where the respondents selected Agree or Strongly Agree.

In 2022, we undertook the following enhancements:

SES platform: Brought the end-to-end survey administration in-house, allowing for an automated (and accurate) snapshot of the organizational hierarchy and team member list.

SES dashboard: Created a new dashboard to fit the needs of the business, providing greater filtering and cross-organization context, and creating better and faster insights.

Multi-language/localization: Developed enhanced capabilities to scale, providing better experiences for team members, and meeting business needs and regulatory requirements.

HabLab

To further support team member engagement, Slalom formed HabLab, **a study of habits and habitats for the future of work at Slalom**, where we are building an innovative future of work experience for all of Slalom. Within HabLab, we help advance Slalom's purpose by starting with a theory, accelerating an experiment or thought, analyzing data and behavior, publishing an opinion, integrating with culture, incubating to create best practices, and sharing it for all to utilize.

[Source: HabLab Impact Report](#)

In 2022, HabLab conducted six experiments to better understand the needs of our people in this evolving workplace of the future. They were as follows:

- **Experiment 1:** Connection at Slalom
- **Experiment 2:** Team member lifecycle at Slalom
- **Experiment 3:** Gatherings at Slalom
- **Experiment 4:** Spaces at Slalom
- **Experiment 5:** Neuroscience of teaming
- **Experiment 6:** Well-being at Slalom



Team member well-being

Holistic health

At Slalom, we want to help each of our team members love their life and work—in other words, thrive. We think of health and well-being in a holistic way—emotional/mental, physical, financial, and social. These four interconnected pillars support both individual and collective well-being.

Slalom offers a full range of life, health, wellness, disability, leave, retirement, and voluntary benefit programs and services focused on ensuring that each team member can thrive at work and at home. Our company benefit portfolios are reviewed, at minimum, on an annual basis to ensure market competitiveness and global consistency.

FROM OUR HOLISTIC VIEW, WE LOOK AT THE FOLLOWING:

Emotional



At Slalom, US team members have access to our Employee Assistance Program (EAP) through Cigna. In 2022, we were able to expand this program to our team members in Australia and provide an enhanced mental health benefit in Canada. When challenges like stress, relationship issues, substance abuse, and more come up, team members can access confidential support with a licensed counselor at no cost to them. Additionally, we have an active Horizons ERG that focuses on mental health and wellness. Each May, we celebrate Mental Health Awareness month with activities and resources to center, reset, and thrive.

Social



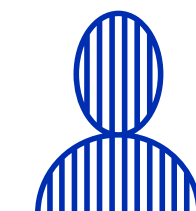
We offer a robust and flexible paid-time-off (PTO) program that enables our team members to take time away from work to spend with family and friends, travel, pursue their passions, and more. In addition to PTO, we also offer floating holidays, which allow our team members the flexibility to choose additional days away from work. In 2022, we added an additional floating holiday /day off for our team members, which allows them to have further flexibility to take the holidays off that are most important.

Financial



We offer tools, mechanisms, and matches to support our team members with their financial stability and financial goals. Where applicable, we host financial planning webinars, hosted by our 401(k)/retirement partner Fidelity, to support team members in achieving their financial goals. In addition, team members in the US can access free financial consultations by phone as well as a discount on tax preparation. In our global operations, we offer matching retirement contributions to assist our team members with building wealth for their futures and their families.

Physical



We encourage our team members to live active and healthy lives and set aside time for themselves to incorporate movement into their workday and beyond. Aside from building a culture that prioritizes physical activity—our annual STEPtember challenge encourages markets and global teams to compete against each other by keeping track of their movement for the month of September—team members receive funds through our THRIVE well-being account (US\$350 or equivalent) that can be used to purchase exercise equipment, a fitness tracker, personal training, and more.



Parental leave

Slalom provides team members with **paid time off to care for or bond with a child following a birth, adoption, and/or a foster placement.**

Slalom offers three types of related paid leave—maternity/paternity, bonding, and foster care. Eligibility begins after the team member’s first full day worked at Slalom. Slalom complies with all state and federal laws as it pertaining to parental leave.

Slalom was named one of the [Best Workplaces for Parents 2022](#) | Slalom



In 2022, Slalom had over 13,000 team members who were covered and eligible for parental leave, if needed. Of those who took parental leave (681), 89% returned to work for Slalom when their leave ended.



STEPtember

Nearly 2,600 team members across Slalom traveled 291,979 miles and completed 6,385 guided meditation sessions during the challenge.



Team member growth and development

Overview

In 2022, our talent management program soared to new heights, allowing us to pilot and launch programs addressing the greatest needs of the business, and leveling up learners and leaders across the organization.

Learning and expertise development

Training hours

Training is a large part of Slalom's culture. **We want to ensure each of our team members has the opportunity to learn, inspiring passion and adventure in their careers.**

Each learner completed an average of eight courses through our learning management platform. Eighty-four percent of our workforce participated in our trainings on such topics as ID&E and anti-harassment.

Consultant upskilling

To prepare our consultants for working with customers and ensuring they have skills for the future, our team members completed the following learning engagements:

Technical Expert Development (TED)

Slalom's TED team focuses on enabling our team members to develop the technical skills of tomorrow by creating opportunities to learn and teach, while collaborating with key technology partners, including Amazon Web Services, Databricks, Google, Microsoft, and Snowflake.

2022 TED highlights:

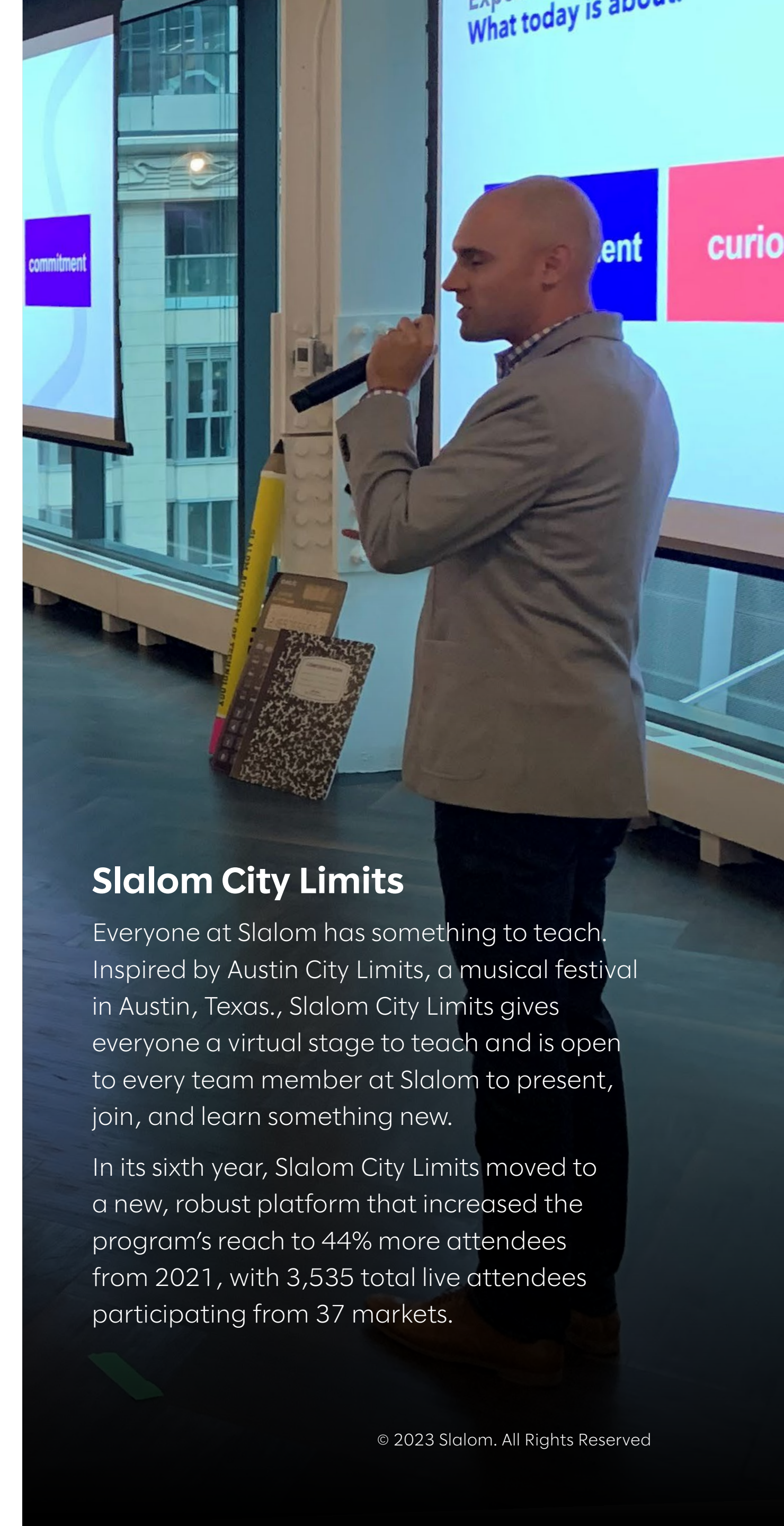
- **3,780+ Slalom team members participated in formal technical learning opportunities** across 45 unique offerings **and achieved 1,700+ new technical certifications.**

- **TED hosted 12 technical academies** focused on data & analytics, software engineering, and cloud engineering for our team members. Through virtual learning, hands-on exercises, and simulations, the students were equipped with in-demand skills, setting them up for success in their first projects.
- **TED launched the Amazing Certification Race**, a team-based Microsoft rewards and recognition program. One hundred and fifty participants raced to unlock eight Microsoft-themed locations on an interactive map by passing Microsoft certification exams and reaching team milestones. In total, **261 certifications were earned throughout the program.**

Slalom City Limits

Everyone at Slalom has something to teach. Inspired by Austin City Limits, a musical festival in Austin, Texas., Slalom City Limits gives everyone a virtual stage to teach and is open to every team member at Slalom to present, join, and learn something new.

In its sixth year, Slalom City Limits moved to a new, robust platform that increased the program's reach to 44% more attendees from 2021, with 3,535 total live attendees participating from 37 markets.





“(The guide) creates a safe space for us to be vulnerable and bring our authentic selves as we share personal stories and learn valuable techniques for navigating challenges as growing leaders.”

GLD Participant

Business Advisory Services Academy for All

We launched a self-paced online experience that exposes all team members to business advisory services content and tools, helping our people support our customers in multiple ways.

- Our team members leveraged program course content to successfully deliver **250 engagements**.

Engagement lead fundamentals

We launched a series of workshops to develop and upskill engagement leaders to deliver excellent engagements to our customers.

- **100% of participants** agreed or strongly agreed they would recommend the course to others.
- **95% of participants** agreed or strongly agreed this course will help them grow in their career at Slalom.

Career Shifters program

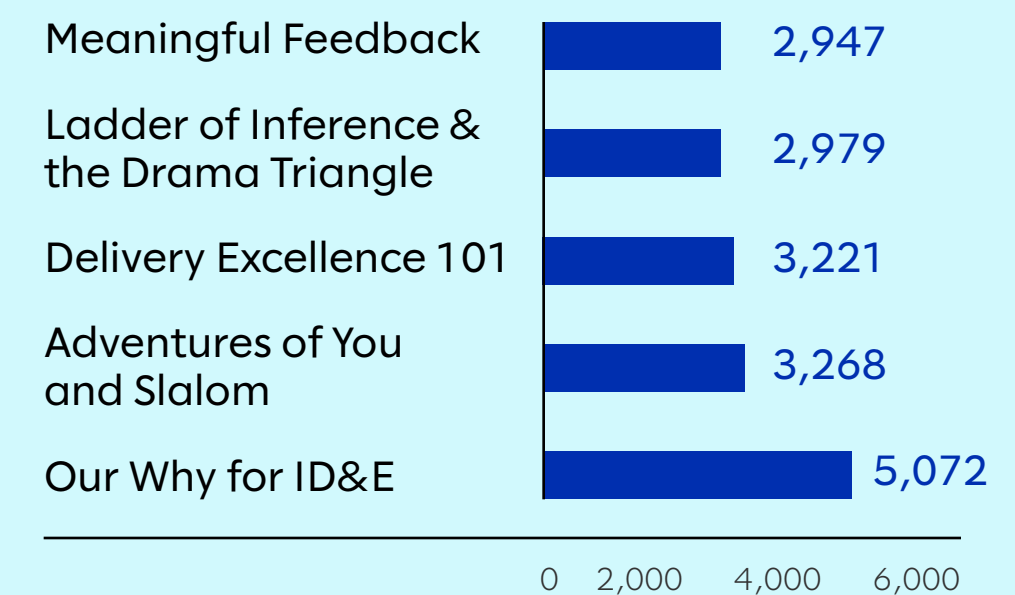
Completed four pilot cohort experiences to help new hires who come from other industries learn how to consult and engage with customers the Slalom way. These pilots have informed the new Career Shifters program that is now available to all Slalom regions and markets.

Global Leadership Development (GLD)

Our GLD team curates and produces a progressive, focused collection of development offerings, grounded in best practices and anchored to our Slalom career framework. The GLD team offers several cohort-style experiential learning activities as well as tailored assessments and coaching that accelerate the growth and performance of leaders at Slalom.

- **Improved program management** processes have led to a more efficient and lean delivery within GLD.
- **Strong partnership and relationship building** with People Business Partners has led to continual iterative update opportunities and an **improved nomination process**.
- **Expanded me@slalom lead competency** expectations by level, and then **updated GLD programs and offerings** to fully align with those skills and behaviors.

TOP WORKDAY COURSES



Performance and promotion

Our Performance & Promotion team launched Slalom Performance and Slalom Promotion within our consulting organization. They completed the design of talent discussions to support our quarterly performance and development cycle. We successfully achieved the following outcomes:

- **15,467 performance feedback reports** were shared across team members through our tool.
- **20,032** snapshots and self-reflections were launched to allow team members and colleagues to comment on feedback and work performed.
- From 2021 through 2022, our promotion decisions were more diverse than current representation: **44% women, (globally); and 22% racial/ethnic diversity (US).**

- In 2022, General Manager and higher **role succession plans were more diverse than current representation** and 2021 plans. Of all successors in 2022, 33% were women (26% current); 13% were Asian (9% current); 2% were Black/African American (2% current); and 4% were Hispanic/Latinx (3% current).

Through our me@Slalom program, we reimagined our career framework to carefully balance titles, roles, capabilities, and skill development. This package included a new job architecture, compensation design, development model, and online platform. In 2022, we completed the rollout of the me@Slalom career framework specifically for Global Services and Growth Teams encompassing job architecture, skills, and competencies across nine paths, **45 tracks**, and **350 job titles**. As a result, we achieved consistency by updating 237 job titles throughout the entire firm, further enhancing equity within the organization.



Women in Data community

Women in Data is a global community that focuses on supporting and cultivating more women leaders in the data field. Their mission is to promote development and help local markets increase the diversity of their leader pipeline by creating a community and network of Women in Data.

IMPACT METRICS

140+
Community
Members

25+
Markets

7%
Increase in
Capability
Representation
(25%–32%)
*Q1 2021 - Q3 2022

6%
Increase Sr.
Leadership
Representation
(13%–19%)
*Q1 2021 - Q3 2022



Overview of ID&E

At Slalom, our vision is to create a thriving, inclusive, and diverse global team where people love their work, love working together, and are learning and growing every day.

ID&E is not just something we do, but rather who we are as a company. Our overall ID&E strategy is embedded in our greater People Strategy to ensure continuity and presence across all our markets and teams.

We lead with inclusion and believe that all our team members should feel understood, included, connected, and safe. We view diversity broadly by gender, race and ethnicity, disability status, background, geography, and thinking and working styles, just to name a few.

Data-driven approach

In 2022, our ID&E and People Experience, Insights & Analytics team joined to create an ID&E dashboard in Power BI. **The new dashboard provides an easy way for leaders to understand the current state of ID&E** within their domain and displays information by demographics throughout the entire talent experience starting from representation, hiring, experience index scores, attrition, and ending representation.

Moving forward, ID&E will organize quarterly advisory conversations in small groups to discuss team member demographic and

employee experience data with senior leaders. These groups will be based on regional and national levels, as well as one group for global teams. We will analyze experience index scores, hiring, and attrition rates across different demographic groups. This new data discussion model aims to enhance consistency, accountability, and clarity regarding our ID&E goals. Through these small-group gatherings, we will learn from our achievements and challenges. The ID&E Center of Excellence team will provide actionable steps to address gaps, reduce attrition, and leverage global ID&E resources.

“The new BI dashboard will help us understand the experience our team members are having and uncover how the experience at Slalom may vary based on different demographic groups. Our end goal is to provide an equitable team member experience where every individual feels welcome and safe to bring their whole selves to work, while finding meaningful opportunities to grow and develop on their journey with us.”

Kristine Santa-Coloma Rohls
Chief ID&E Officer

Breaking Barriers

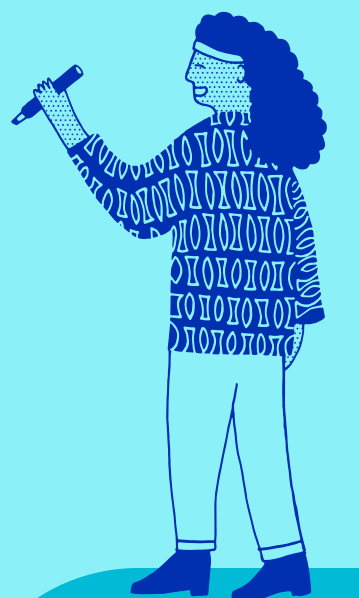
For the second year in a row and in partnership with Microsoft, Slalom completed its global offering of Breaking Barriers, a technical upskilling and diversity program. For six months, **323 Slalomers** from 42 markets engaged in new technical skills, professional development, and community outreach. The 2022 cohort earned a combined **147 Microsoft certifications** and joined a group of **175 other Slalom and Microsoft volunteers** to provide mentoring and coaching through our community partners at Generation USA and Hiring Our Heroes.

Through our partnership with Microsoft, the Breaking Barriers program has landed us as a **finalist for the Microsoft Supplier Prestige Award**. We'll continue building upon the program's impact for our people and our communities, with more offerings planned for 2023 and beyond.

ID&E and the Mentor Method program

Slalom's ID&E Center of Excellence partnered with the Mentor Method (TMM) to create a better mentorship and retention program for our underrepresented team members. The Mentor Method uses a double-blind, patented algorithm that matches mentors and mentees on the basis of personality, skill, and career aspiration. In addition to matching, mentors and mentees are guided through a series of learnings and conversations to maximize the impact of the relationship. Over 300 participants were part of this six-month mentoring program. We saw a significant increase in connection as measured by the experience index and in response to the questions below for participants who completed the program:

- “I can see myself working at Slalom three years from now.”
- “I am motivated to go above and beyond what is expected of me in my job.”



ID&E-focused partnerships

Slalom has multiple partnerships with professional organizations serving diverse and/or underrepresented populations. These partnerships allow Slalom to execute diversity-focused recruiting efforts, offer engagement opportunities for team members, and extend awareness and connection between the organization and the communities we serve in a mutually beneficial manner. **These partnerships include:**



Association of Latino Professionals for America

Slalom is excited to partner with the Association of Latino Professionals for America (ALPFA). ALPFA has shown exemplary dedication to uplifting the Latino community nationwide for many years. Members of UNIDOS, Slalom's Latinx ERG, have been integral in establishing and maintaining burgeoning relationships as board members within the organization. As a partner of ALPFA, Slalom has collaborated to host case competitions at various universities, invited ALPFA members to Slalom offices for panel discussions, and participated in a number of networking events. In summer 2022, Slalom attended the 50th Annual ALPFA Convention in Orlando, Florida. Slalom is excited to continue to develop our current relationship with ALPFA in our Seattle, Orange County, Detroit, Denver, Chicago, Houston, New Jersey, and Philadelphia markets, as well as various others.

National Society of Black Engineers

In 2021, Slalom forged an official partnership with the National Society of Black Engineers (NSBE), thanks to the support of REACH, Slalom's Black and African American ERG, _build team members, and other Slalom members. This collaboration began with hosting "Talk Data to Me," a virtual presentation and panel discussion in association with NSBE's Process Improvement Special Interest Group that explores the intersection of business management and data & analytics. Since then, Slalom has actively engaged with collegiate NSBE chapters nationwide and established local market and NSBE chapter relationships. As a NSBE partner, Slalom has organized an executive leadership panel discussion, facilitated an Intro to AWS: A Path to Certification course, and delivered an Industry 4.0 session at consecutive conventions. NSBE also received an SEI grant from Slalom to expand its global impact. This partnership exemplifies our commitment to ID&E, driving positive change within both organizations.

Hiring Our Heroes

We began partnering with Hiring Our Heroes (HOH) in 2018 and became an official sponsor of the program in 2022. The HOH partnership allows Slalom to connect with transitioning service members, veterans, military spouses, and caregivers who are looking to make a shift in their careers. The program funds connections between individuals and partner companies for a 12-week fellowship internship that provides professional training and hands-on experience in the civilian workforce. Program fellows walk away with a variety of skill sets ranging from Salesforce, software engineering, data analytics and engineering, experience design, program and project management, and process improvement. In 2022, Slalom hosted 61 fellows and hired 52 upon completion of the fellowship program. Slalom has been able to bring members of the military community into 16 different markets across the US. Additionally, we have been a featured employer at military, family- and spouse-focused summits in Seattle, Denver, Washington (DC), Silicon Valley, and St. Louis. Slalom has participated in over a dozen virtual events spanning a reach of about 10,000 attendees. In the coming years, we look forward to enhancing and expanding programming and opportunities for those from the military community.

Equitable pay

We are committed to continuing our work to maintain pay equity at Slalom. In this effort, we engage a world-class third-party partner to objectively complete pay equity analyses twice per year in alignment with our mid-year promotions and year-end compensation processes. Through these analyses, **we ensure team members with similar roles, experience, and performance are receiving equal pay.**

In addition, we prohibit inquiries into a candidate's current or past compensation. This ensures that no preexisting disparities in pay will be perpetuated in one's pay upon joining Slalom.

Building upon our past pay equity work, we use the most sophisticated pay analysis tool on the market to conduct comprehensive company-wide pay equity analyses. These analyses review pay globally and use statistical modeling, accounting for numerous factors that influence pay, such as job experience, location, and performance.

Pay and the diversity of our team at Slalom are continually changing due to new hires, pay changes, separations, and promotions. Our analyses provide a point-in-time set of data where we have the opportunity to further review and potentially adjust pay proactively to ensure 100% pay equity—aligning with our

value to do what is right, always. After the most recent review, which included 2022 mid-year promotions, we maintained a 1:1 base pay ratio for women to men globally as well as for each race and ethnicity in the US, inclusive of all markets.

We are committed to achieving gender parity globally and, in the US, reflecting the racial/ethnic diversity of our local communities and achieving pay equity.

Respect for Marriage Act

In September, we signed the Human Rights Campaign (HRC) letter calling for passage of the Respect for Marriage Act (H.R.8404), which would repeal the Defense of Marriage Act (DOMA) and protect marriage equality under federal law. This legislation would afford additional and timely legal protections for same-sex marriage amid recent concerns that the Supreme Court could overturn *Obergefell v. Hodges*, which granted a nationwide right to same-sex marriage in 2015. We signed this letter because it is the right thing to do.





Inclusive recruiting

“Recruit a better future” is one of our global company initiatives. Hiring those who look like us and talk like us is an all-too-easy trap. Slalom is committed to hiring the best people, period. **ID&E is embedded in all that we do, and it shows up in how we source, engage with candidates, enable our interview teams, and partner with our ERGs.**

Our Talent Acquisition team is trained on how to create an inclusive recruiting experience that builds a more diverse and equitable Slalom. Our interviewing teams are trained on how to create an inclusive environment that ensures each candidate is assessed in a fair and equitable way.

Furthermore, we partner with our ERGs to build connections and collaboration that broaden our pipeline to include more well-qualified women and underrepresented communities that we may have overlooked. **To do that, we are doing the following:**

- **Partnering with women and underrepresented organizations** to add more diverse candidates to our pipeline.
- **Providing training to our recruiters and hiring managers** to help them reduce bias in the selection process to avoid the unconscious rejection of diverse candidates.

- Through tools like **competency-based interviewing**, we’re determined to go outside the channels that narrow our views to bring one-of-a-kind candidates and offer opportunities to people from all communities and walks of life.

Our recruiters actively plan, attend, and engage in minority-focused job fairs and professional organizations like Girls Who Code, Grace Hopper, Every Girl Shines, National Society of Black Engineers, AfroTech, and Fairygodboss. We are also heavily involved in community events that build authentic connections. We partner with a number of historically black colleges and universities (HBCUs) and Hispanic-serving institutions. When it comes to our recruitment approach at Slalom, we keep ID&E at the forefront of all that we do.

We launched a brand-new program designed to increase our ability to hire with an inclusive and equitable mindset and method. The program was developed and piloted with our Boston market, yielding promising results we hope to scale in 2023.

Of our 4,282 new hires in 2022:

- 45% identified as women (US)
- 7.8% identified as Black/African American (US)
- 5.5% identified as Hispanic/Latinx (US)
- 22.1% identified as other groups—Indigenous, mixed race, etc. (US)

Employee Resource Groups (ERGs)

As we closed out 2022, we were proud to have increased our number of ERGs from eight to nine, adding the Indigenous, Aboriginal, and First Nations ERG, named All My Relations. **Our ERGs help build inclusivity, celebrate diversity, and foster belonging.** They exist to help underrepresented communities drive change to create inclusive environments where they can thrive in the workplace. Each ERG has a unique and clear vision that supports the Slalom growth formula: driving synergy through group and customer collaboration and connection. We continue to mature in this space and are looking to our ERGs as important business drivers and key contributors in the ID&E space.





Aspire

Vision: Create an inclusive community where diverse perspectives, experiences, and cultures are the cornerstones of how we think, approach problems, and celebrate our team members.

Mission: Connect, cultivate, and empower a community of Asian, Asian American, Pacific Islander (API) team members by raising awareness about cultural heritage, further career development and representation, providing networking and mentorship opportunities, and creating a sense of belonging.



Amplify (formerly known as CODE—Celebrating Our Diverse Employees)

Vision: Create a Slalom where team members of all backgrounds are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to Slalom’s success.

Mission: Strengthen relationships with colleagues, customers, and communities through celebrating and leveraging all aspects of diversity, for the success and development of our people, our communities, and our company.



Horizons

Vision: Create a world where the infinite variations in mind and body are represented, empowered, and celebrated.

Mission: Amplify the voices of disabled, neurodiverse, and mental health communities. Horizon is committed to empowering educators, advisers, and advocates for change within Slalom and beyond. The ERG realizes its mission through educational programming, accessibility initiatives, policy reform, recruiting, and a commitment to intersectional allyship.



Prism

Vision: Empower all of Slalom’s diverse team members to celebrate their authenticity every day.

Mission: Recruit and retain LGBTQ+ advocates and leaders, create a culture of continuous education, and embed LGBTQ+ people within Slalom communities. Prism seeks to increase awareness and understanding while removing workplace barriers for all sexual orientations, gender identities, and allies.



REACH

Vision: Create a purpose-driven company of connected, empowered, and engaged team members who best reflect and support the communities in which we live and work.

Mission: Strive to build awareness by attracting, connecting, retaining, and advancing Black team members as well as expanding REACH’s networking relationships for the betterment of Slalom, its brand, its people, and its Black community.



Unidos

Vision: Create a workplace of empowered team members who love their work, positively affiliate and engage with the Hispanic and Latinx culture, and are committed to the betterment of the surrounding community.

Mission: Attract, develop, and retain top Hispanic and Latinx talent, build cultural awareness within the company, and expand Slalom’s network for the betterment of its company, its people, and its community.



Military

Vision: Create space for military veterans, reservists, team members with military family, or anyone passionate about engaging with this community or supporting veterans’ initiatives.

Mission: Improve the transition from the military career to the post-military career for soldiers, sailors, airmen, marines, and coastguardsmen.



Women

Purpose: Connect, elevate, and celebrate women to enable an equitable voice throughout Slalom—creating an exceptional place to be.

Mission: From technical certification training to mentorship programs to book clubs, Slalom Women helps women to pursue their passions, reach their full potential, and shape the future. The ERG maintains executive leadership representation from three networks: Women in Technology, Women’s Leadership Network, and Women Who_build.

All My Relations ERG

One of All My Relations' first initiatives was a donation-matching program supporting Aboriginal and Torres Strait Islander-focused charities like the Melbourne Indigenous Transition School (MITS). Recognizing the need for more than financial aid, All My Relations members decided to strengthen their relationship with these organizations. After understanding MITS's priorities and challenges, they collaborated with Slalom's analytics expertise to improve student outcomes. MITS observed a drop in student retention rates during the transition from Year 7 to partner schools, despite a high completion rate in Year 7. To address this, a Slalom volunteer team developed a customized student dashboard to track students' progress beyond Year 7. Additionally, MITS received US\$30K from the Slalom Foundation through the SEI to support their new boardinghouse and hiring for student transition and well-being roles.



Awards and recognitions

We are honored to be recognized for our commitment to creating better tomorrows for all, earning placement on global, country, and local lists informed by feedback from those who know Slalom best—our people and our industry.

Consulting Magazine Best Firms to Work For 2022 Recognizes firms that deliver on matters spanning culture, career development, customer engagement, compensation & benefits, and firm leadership.

Forbes World's Best Management Consulting Firms 2022 Awards firms through a combination of peer recommendations, customer feedback, firm data, and expertise assessment to identify the top-performing consulting firms globally.

Fortune 100 Best Companies to Work For (US), seventh year in a row Assesses through employee feedback companies that create great employee experiences that cut across race, gender, age, disability status, or any aspect of who employees are or what their roles are.

Glassdoor 2022 Best Places to Work (US), sixth year in a row Honors companies that employees love working for. Winners are determined solely based on feedback provided by employees.

Human Rights Campaign (HRC) Best Places to Work (US), eighth year in a row Recognizes businesses that earn a score of 100 on the HRC Foundation's Corporate Equality Index, a national benchmarking tool on corporate policies, practices, and benefits pertinent to lesbian, gay, bisexual, transgender, and queer employees.

UK's Best Workplaces Recognizes small, medium, and large-sized organisations based on analysis of survey responses from those who know Slalom best—our team members. This is our first time making the UK's Best Workplaces list.



OUR RESPONSIBILITIES

How we work together



Overview

We continue to live our values through our responsible operations. We understand our customers, our partners, our people, and our communities expect us to act in their best interest, to ensure we are being good corporate citizens. We accomplish this through our commitments, but also through our operations as we look at our responsibilities for data privacy, cybersecurity, ethics and compliance, anti-corruption, supplier diversity, and occupational health and safety.

Ethics/anti-corruption

To support our commitment to the highest ethical business practices, we continuously review our anti-bribery/corruption as well as anti-harassment/discrimination trainings to ensure they meet industry standards. All team members were required to take both courses and review our anti-bribery/corruption policy, to foster a responsible and ethical workplace.

The Ethics Helpline is for reporting all potential breaches of Slalom policies, including human rights and labor violations. Reporters may remain anonymous. The information provided through the Ethics Helpline is reported using the NAVEX Global system. In 2022, Slalom did not have any confirmed incidents of corruption or bribery.

Security/information security/data privacy

The ISO 27001 certification is a third-party, expert assessment that reviews our security processes, tools, and systems related to the protection of customer and company data. This assures our customers, partners, and potential customers that we can be trusted with highly sensitive data, intellectual property, and other information assets. In 2022, we had no substantiated complaints concerning breaches of customer privacy or losses of customer data.

In 2022, all Slalom team members participated in data security and privacy training, which promoted a better understanding of data privacy concepts, company security policy, how to report an incident, and resources available to team members in everyday work-related situations and decisions. The training is focused on teaching how we work securely as an organization, and that security is essential for all team members.



Occupational health and safety

Our global resiliency and safety services lead oversees environmental health safety, crisis management, business resilience, and workforce protection. This team focuses on building resilience across Slalom using innovative strategies that protect our people, our business, and our brand. Our strategies include compliance, monitoring, and regulatory reporting of environmental safety and systems inside our workplaces and building our crisis and emergency management framework to respond to local disasters.

Procurement/Supplier diversity

In 2022, Slalom launched its official Supplier Diversity program in the US, marking its first year in operation. By hiring a dedicated team member, the program’s main objective was to lay the foundation for an exceptional initiative. One notable aspect of Slalom’s Supplier Diversity program is its commitment to encompassing the entire community, including the recognition of small businesses as a tracked classification within the program.

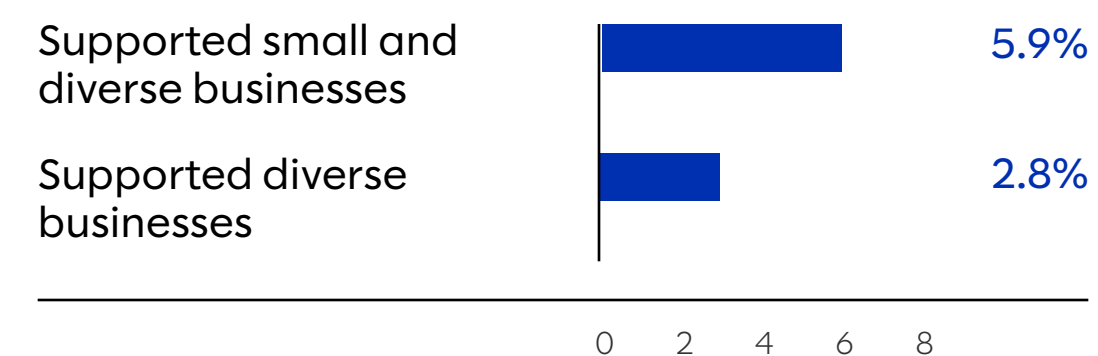
Slalom became a corporate member of two of the largest diverse supplier advocacy groups in the US, National Minority Supplier Development Council (NMSDC) and Women’s Business Enterprise National Council (WBENC). Identifying, tracking, and reporting on the diverse supplier spend was another focal point. Slalom created quarterly reports that track all identified diverse supplier spend.



“2022 was an exciting year as we begin to build a formal supplier diversity program. We made great strides establishing the framework within the US, and we’re really excited about growing the program globally.”

Terry Layfield
Program Manager, Supplier Diversity & Sustainability

Percent of total spend





Facilities

Green Lease rollout

We **created language** to include in lease contracts with an emphasis on sustainability reporting twice a year.

Spaces sustainability checklist

We are **developing a list of activities and initiatives** applicable to local markets to aid in making offices more sustainable, based on local operational opportunities.

Renewable energy plan

We **introduced a sustainability scorecard** for existing markets to identify current offices with renewable energy. This plan enables us to assess where Slalom has the option to work with building managers or directly with utility companies to shift to renewable energy.

Building/site-selection criteria

We **finalized a sustainability scorecard** to be utilized when looking for new office space, aiding in the assessment and prioritization of sustainably designed and operated buildings.

Board of directors

The Slalom Board of Directors champions the pursuit of the company's inspiring vision and purpose while living our core values. The board's traditional corporate governance responsibilities include oversight of corporate strategy, risk management, accountability, transparency, and ethical business practices. In addition to ensuring Slalom is well run, the board (which consists of both internal and external directors) is encouraged to challenge our thinking and takes an active role in our corporate citizenship through our Sustainability & Impact programs.

Every member of our board possesses complementary skills, expertise, and attributes, and is encouraged to bring their own passion for specific initiatives. **We believe a high-functioning board should have a diverse makeup, in terms of professional and life experience, gender, ethnicity, and more. A diverse, inclusive culture is critical to Slalom's future success, and the board is committed to embracing different thoughts, opinions, and people.** The board meets quarterly with ad hoc meetings as needed to address specific issues.

Slalom leaders are empowered to live by our values, making daily decisions that affect customers, teams, partners, and other stakeholders. Our model of decentralized decision-making allows for greater accountability, enables us to be more adaptable, creates velocity for our customers and ourselves, and ultimately is key to our long-term success. Certain strategic and operational matters, however, span across countries, regions, markets, and global teams with one or more leaders, or a team of leaders, having decision-making authority and responsibility. Slalom is led by its board of directors, executive committee, market leadership, and global teams' leaders.

Embracing the significance of diverse skills and original thinking, our board members possess a harmonious blend of distinctive abilities, knowledge, and qualities. Each one is actively encouraged to contribute their personal zeal toward specific initiatives.



Our board of directors

The board is composed of five board members, including management and two independent directors.

Board members listed in alphabetical order by last name.



Brad Jackson

Director & Chief Executive Officer

Brad co-founded Slalom in 1993 and has served in his executive role since 2005. Previously, he worked in a variety of roles at Robert Half International. Brad started his career at PricewaterhouseCoopers. He is currently a Washington State University (WSU) Foundation trustee and a member of the WSU National Board of Advisors (NBoA) Executive Committee, and previously served as the chair of the WSU NBoA.



Deanna Oppenheimer

Director

Deanna joined as a director of the company in 2021. She is the founder of CameoWorks, a firm that advises several CEOs of early-stage private companies, and BoardReady.io, a nonprofit that accelerates the diversification of governing boards in the US. Deanna currently serves on the board of directors at Thomson Reuters, as chair of Hargreaves Lansdown, and as a board chairperson of the International Hotel Group.



Tony Rojas

Director & President

Tony has served in this executive role since 2005 and was a strategic adviser for the company in 2004. His responsibilities also include acting as an executive and board co-sponsor of Slalom's Sustainability and Impact initiatives and ESG assessments. Tony is currently a trustee for the WSU Foundation, and previously served as the chair of the WSU Foundation on the Board of Governors, Board of Trustees, Nominating Committee, and Finance Committee. In his previous role, Tony served as co-CEO of Corbis, a digital media company.



John Tobin

Director & Executive President

John is a co-founder and the executive president, EMEA & APAC for Slalom, and, since 2014, a director of the company. He is focused on Slalom's geographic expansion and supporting our presence in those regions. He is also responsible for business advisory services and emerging technologies (EMERGE), global talent teams focused on transformation and innovation. John previously held senior roles in technology and consulting with AT&T Wireless and Ernst & Young.



Bryan Weeks

Director

Bryan has served as a director of the company since 2005, with responsibilities including board co-sponsor of Slalom's Sustainability and Impact initiatives and annual ESG assessments. Bryan is currently CEO of Earth Finance and holds seats on several other company boards. Among his previous positions are president of Russell Capital, head of Russell Investments' Americas Institutional business, and president and CEO of Silver Creek Capital.

Management and reporting of impact

We pursue multiple strategies, from long-term strategies that guide us for decades, to specific initiatives and supporting strategies that drive focus, actions, and investments in the near term. **Our long-term strategy is aligned with our purpose to help people and organizations dream bigger, move faster, and build better tomorrows for all.**

Formed in 2020, the global Sustainability & Impact team supports Slalom's ongoing commitment to environmental sustainability, social impact, and transparency. The team leads the strategy development and execution of our multiyear goals, partnerships, strategy,

reporting and disclosures, and key initiatives that ultimately serve Slalom's stakeholders. As we continue executing these strategies, our material impacts on the environment and people are reported and published annually.

Our board drives this purpose-driven work by filling executive co-sponsor roles and meeting quarterly to measure progress with transparency of our stakeholders. Board members Tony Rojas and Bryan Weeks are the co-sponsors of Slalom's Sustainability & Impact initiatives, providing oversight of the company's annual ESG assessments.



Continuing our journey



Continuing our journey



Planet

In 2023, for our planet we plan to:

Work to establish a near-term emission reduction target through the Science-Based Targets initiative (SBTi) and develop a five-year carbon reduction roadmap.

Complete the implementation of our greenhouse gas accounting system and provide insights and analytics dashboards to our markets using available data.

Conduct baseline waste audits across several of our offices to understand the effectiveness of our current waste programs and plan for reduction.

Increase the number of offices using renewable energy based on our 2030 renewable energy roadmap.



Community

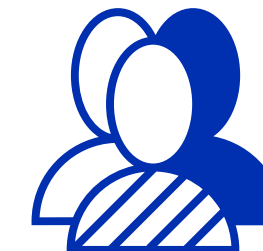
In 2023, for our community we plan to:

Close out our initial SEI commitment to contribute US\$1M for racial equity and explore opportunities for new or continued support efforts.

Develop our Slalom Foundation growth and giving strategy for 2023 and beyond.

Continue to build our Impact Ecosystem and Impact Framework to ensure all aspects of Slalom are working together for community impact.

Increase the number of markets providing volunteering, pro bono services, and fundraising as we open in new markets and new countries.



People

In 2023, for our people we plan to:

Continue to develop programs and curate experiences for our underrepresented team members to promote belonging and provide sponsorship.

Work to create the best experiences possible for all team members through meaningful work and recognition opportunities.

Ensure pay equity for all our team members and competitive market benefits.

Review benefits and consider enhancements for each country.

Operations

In 2023, for our operations, we plan to:

Procurement and Slalom Gear 2023 initiatives

Procurement

Increase purchasing opportunities for small and diverse businesses by establishing a good faith effort to have diverse supplier inclusion on request-for-proposal purchasing activities. Identify and work with strategic suppliers to assess their sustainability practices in efforts to make Slalom's supply chain more sustainable.

Slalom Gear

Create onboarding resources and an internal page for team members to view Sustainability & Impact guidelines around purchasing.

Increase the number of items in our Slalom Gear store that have a give-back component, are created with recycled or organic material, were sourced in-country, and/or have a diversity certification.

Conferences and events

Reduce food and beverage waste by providing conservative food guarantees for our events. We will ensure that our serving products are compostable, receptacle bins are properly labeled, and clear guidance is provided at the bins.

Continue to promote One Tree Planted as a trusted partner to support in lieu of costly giveaways.

Facilities

Collect data from buildings to report consumption of energy, water, and waste management.

Increase property-consumption data reporting through new lease and amendment negotiations.

Increase the total number of office properties that have completed sustainability scorecards.

Increase the number of markets using renewable energy.

Travel

Implement a new global travel tool, allowing all travelers to:

- **View CO₂ emissions in their flight search/booking process,** encouraging travelers to select lower-emitting flight options.
- **View green car options** when searching/booking rental cars.
- **View lodging properties with sustainability certificates** when searching/booking hotels.

The new global travel tool will allow Slalom to:

- **Track and measure our carbon footprint for air, hotel, and rail** through the reporting suite with real-time data.
- **Create targeted messaging** that encourages travelers to select more sustainable ways of travel. For example, selecting rail over air travel for short-haul trips.
- Slalom Travel will **promote an internal travel resource page** that summarizes behaviors and actions travelers can take to reduce their carbon footprint when traveling on behalf of Slalom.



For our Slalom Gear in 2023, we are planning to increase the representation of eco-friendly and diverse suppliers, as well as increase give-back component product options in the Slalom Gear store to 35%.

About **Slalom**

Slalom is a purpose-led, global business and technology consulting company. From strategy to implementation, our approach is fiercely human. In seven countries and 43 markets, we deeply understand our customers—and their customers—to deliver practical, end-to-end solutions that drive meaningful impact. Backed by close partnerships with over 400 leading technology providers, our team of 13,000-strong helps people and organizations dream bigger, move faster, and build better tomorrows for all. We're honored to be consistently recognized as a great place to work, including being one of *Fortune's* 100 Best Companies to Work For eight years running.

Learn more at [slalom.com](https://www.slalom.com).

For questions about the *2022 Impact Report*, please contact us at slalomesginfo@slalom.com.



Appendix

Team member statistics

Region	Male		Female	
	#	%	#	%
Americas	7,120	53%	5,257	39%
Europe, Middle East, and Africa (EMEA)	344	3%	235	2%
Asia Pacific	236	2%	155	1%
Total	7,683	58%	5,603	42%

Global number of full-time team members by region and gender
Total full-time team members

Gender by career level (%)		Male	Female
Executive is defined as C-suite, Vice Presidents	Executive <small>JOB LEVEL 1-4</small>	72%	28%
Senior is defined as Managing Director, Country Director, and General Manager or equiv.	Senior <small>JOB LEVELS 5-7</small>	67%	33%
Managerial level defined as Principal and above and Internal or global services is defined as Manager and above	Manager <small>JOB LEVELS 8-9</small>	60%	40%
Any team member below the Principal/Manager level	Entry <small>JOB LEVELS 10-BELOW</small>	54%	46%

Global full-time members by level and gender

Race	%	#
American Indian or Alaska Native	0.19%	22
Asian	20.33%	2,329
Black/African American	7.08%	811
Hispanic/Latinx	6.22%	712
Native Hawaiian or Other Pacific Islander	0.19%	22
Not Provided/Unknown	2.65%	304
Two or More Races/Multiracial	3.34%	383
White	60.00%	6,875
Total	100.00%	11,458

US team members by race

slalom